

INTRODUCING THE Junior Club Car DESIGNED BY PULLMAN-STANDARD

The junior traveler comes of age—in a club car all his own! To add to the thrill of childhood journeys, Pullman-Standard has developed this deluxe playroom—a preview of train trips as relaxing for mothers as they will be exciting for their wide-cyed, restless offspring.

This nursery-lounge, occupying about onefourth of the space in the car*, will be stocked with fascinating entertainment for passengers too small to amuse themselves. It will cater to the railroads' most ardent fans—the youngsters—and provide still another thoughtful service to enhance the pleasures and comfort of mothers and children en route.

* * *

The Junior Club Car reflects the forward planning of Pullman-Standard in creating its great series of innovations in modern car design. Trains of tomorrow may include such cars as the "Day-Nite" Coach . . . "Duplex Roomette" Sleeper . . . "Club-Cinema" Car . . . "3-Tier" Sleeper . . . "Three-Dex" . . . and the "New Diner" . . . all fully engineered and ready to be built.

*The remaining three-fourths may be any type of railroad car accommodation.

While our victory march of war production continues, we present these new car designs as evidence of our preparedness for civilian car building when war conditions permit. For Pullman-Standard is deeply conscious of its four-way obligation—to the war effort; to the railroads; to our employees and to provide employment for returning service men. We have no reconversion problem. We are ready, when men and materials are available, to start full production of equipment for the nation's railroads—an important factor in the maintenance of our national economy.

Let's get it over with. In the Seventh War Bond Drive buy more than before and hold them.

PULLMAN-STANDARD

Car Manufacturing Company

CHICAGO · ILLINOIS

World's largest builders of modern streamlined railroad cars

Offices in seven cities . . . Manufacturing plants in six cities

© 1946-P. S. C. M. Co.



Severe shrapnel wound

A typical example of B. F. Goodrich development in rubber

TIRES often have a short life at the battlefront. Machine gun fire and shrapnel riddle tires with holes. Rough usage tears casings and tubes to pieces.

Before the war it used to be common practice to throw badly damaged tires on the scrap heap. Then B. F. Goodrich men worked out improved methods for repairing large size tires with holes as big as your fist. First they clean around the injury with a special power-driven tool—just as a dentist cleans the cavity in a tooth. In the picture you see the careful preparation made for repairing.

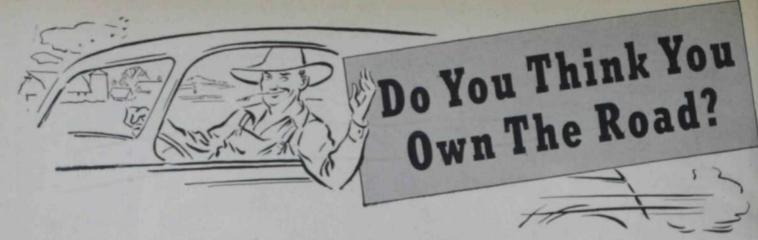
Plies of new cord material are added to the inside of the tire to replace the broken plies which were removed. New rubber is anchored to the outside, and the tread built up to the original surface. Then the entire repair is vulcanized into the body of the tire under high pressure and controlled temperature. After vulcanizing the tire is ready to go back into service with the repaired section practically as strong as the rest of the tire.

Many thousands of tires have been repaired by this method both by Army

men and by B. F. Goodrich men. Thousands of tons of critical materials have been saved from the scrap heap.

The development of simplified permanent repairs on large truck tires is typical of the research work going on constantly at B. F. Goodrich. This research improved not only truck tires but tires for passenger cars, buses, airplanes, farm tractors and implements, and industrial equipment. The B. F. Goodrich Company, Akron, O.

B.F. Goodrich Truck & Bus Tires



You have a right to think so!

The roads were built and are maintained with tax money. Whether you own a truck, a passenger car, or even if you ride buses or taxis, you have paid more than your share!

And you bought more than just a lot of sand, cement and labor. You paid for the service that a modern road can give . . . efficient, rapid, economical transportation.

But—are you getting either the road or the service?

The answer is . . . no!

Let's examine this a moment. First—why do we have roads?

About the best possible answer to this question was given by the Department of Engineering Research, University of Michigan, in 1935. This unbiased authority said:

"The highways of all nations have been built primarily to facilitate the conduct of business."

Without a doubt, commerce has been the primary reason for roads since the dawn of history. So, that group of citizens which uses the roads for commerce should pay proportionately more toward their building and upkeep.

They do. Commercial vehicle operators not only pay their

share, but as the late Joseph B. Eastman, Federal Coordinator of Transportation, pointed out, every year truck owners **overpay** from \$5 each for farm trucks up to \$287 each for truck-trailers of over 5 tons capacity.

Even owners of passenger cars, nowadays used mostly for business, pay more than their share toward the roads by \$2 annually.

Now—why aren't you getting the road or the service you paid for? Because:

- 1. Conflicting and obsolete laws restricting commercial vehicle sizes and weights make it impossible for the interstate hauler to deliver the goods you buy with the utmost efficiency. Most of these restrictions are holdovers from the "horse-and-buggy" era, enacted before the development of pneumatic tires, advanced vehicle design and modern highways.
- 2. In many States it is claimed that the highways cannot render the full service of which they are capable because of weak bridges. Is it sensible for a State's entire

highway system to be partially wasted . . . and the public deprived . . . when a comparatively small expenditure would provide stronger bridges?

3. Highway tax money is being diverted. Between 1934 and 1942 a total of more than a billion and a half dollars—enough to pave eleven 22-foot highways from Maine to California—was taken by States for other purposes. This practice is still going on.

No matter where you live, these things mean dollars out of your pocket. For anything that increases interstate hauling costs results in higher costs of doing business and higher costs of living for you and everyone else.

The solution is simple. It is in the public interest—your own as well as your neighbor's—to have:
(1) Liberalized State laws based on up-to-date safety standards and the capabilities of modern vehicles and highways. (2) Stronger bridges wherever they cause a "bottleneck." (3) Amendments to abolish diversion of highway funds in all States.

As a citizen, a taxpayer and a consumer, this is a matter between you and your State legislator. Why not see him or write him your views?

who was

Who was the bus rider who pushed the total number of passengers carried by America's buses since Pearl Harbor over the twenty-eight-billion mark?

Was it a war worker on the way to make guns, tanks or airplanes? A serviceman headed homeward on his last furlough before shipping out? A nurse going on duty at a hospital?

It might have been any of these—or any one of millions of other Americans who rely on buses for transportation, day and night, rain or shine. The bus industry is to be congratulated on its record in this

war. Despite the limitations on skilled manpower, spare parts and new equipment, it is today carrying more than double the number of passengers it did in 1940... and the country owes a debt of gratitude to the men of the bus industry for the job they have done.

The war has brought home how important a part gasoline plays in the transportation system of this nation. We, of Ethyl, are glad to have been able to contribute to the improvement of engines and fuels and look forward to continuing cooperation with both manufacturers and operators in the future.

BUS RIDER NUMBER 28,000,000,001



ETHYL CORPORATION

Chrysler Building, New York 17, N. Y.



NEW AND VITAL BUSINESS STUDIES

for Executives

American industry faces its most competitive as well as its most promising era in history. To help reap the benefits of opportunities ahead, the George S. May Business Foundation has issued five new and highly significant studies... of interest and importance to all executives. Write for FREE copies on your firm's letterhead. Many additional studies containing valuable data are available; a list will be furnished on request.

Report No. 158—FARM MARKET FOR MANUFACTURERS—A study pointed with facts showing why the postwar farm market should be a bonanza for manufacturers.

Report No. 159—THE PLYWOOD INDUSTRY—A study strongly pointing to weakness of the industry in technical and technological development.

Report No. 160—HAYING MACHINERY IS GOING PLACES
Forecasts exceptional postwar opportunities in supply machinery for one of the nation's leading crops.

Report No. 161—THE SHIPPER LOOKS AT AIR CARGO Covers factors affecting choice of air freight transportation for various types of commodities.

Report No. 162—ROCK PRODUCTS INDUSTRY—Cites examples wherein up to \$150,000 has been added to yearly profits in Rock Products operations through applying job evaluation, wage incentives and timesaving methods.

FACTS FOR BUSINESS This activity is designed to help management achieve top efficiency at lowest cost.

THE GEORGE S. MAY BUSINESS FOUNDATION

840 N. Michigan Avenue CHICAGO 11

BUY MORE

A Non-Profit Organization

Devoted to the Interests

of Private Enterprise

660 St. Catherine St. N. W. MONTREAL

122 E. 42nd Street NEW YORK 17

Nation's



Business

PUBLISHED BY

CHAMBER OF COMMERCE OF THE UNITED STATES

VOL. 33

MAY, 1945

NO. 5

	-
The Administration Moves to Center The crusading days of the New Deal are over	21
Food Muddle—How it Grew How last fall's "surplus" became today's "shortage"	23
War Peace Crossing Donn Layne Why it takes time to beat swords into plowshares	25
Workers Like a Pat on the Back Labor-relations built with typewriter and thumb tacks	27
Foreign Propaganda in the United States Junius B. Wood The world's biggest selling job is under way	28
So You're Going Into Business Loyd E. Williscroft So you're going to be a tax collector, too	31
A Merchant's Public Relations Edward N. Allen A merchant considers ways to rewin customers	34
G.I. Joe Does a Selling Job Fred B. Barton Tribesmen learn to chew gum and repair airplanes	44
Dealers in Deception Paul D. Green and Walter Gibson	50
Jobs in Alaska—Will They Be There? Peter Wood	56
Misery on Ballroom Chairs Suggestion for making conventions comfortable C. S. Marsh	68
Man on Horseback Fades Out Lucas Freeman Memorials from this war will serve useful purposes	88

REGULAR FEATURES:

N. B. Notebook 7

Management's Washington Letter 17

About Our Authors 93

Capital Scenes 95

Cover painting by Charles De Feo

LAWRENCE F. HURLEY-Editor

PAUL McCREA—Managing Editor LESTER DOUGLAS—Director of Art and Printing
Assistant Editors—ART BROWN, W. L. HAMMER, DONN LAYNE
Contributing Editor—HERBERT COREY

CHARLES DUNN, Staff Artist

RALPH PATTERSON, Assistant to Director of Art

ORSON ANGELL—Advertising Director

JOHN F. KELLEY—Business Manager

Advertising Managers—Eastern, VICTOR WHITLOCK; Western, J. H. BUCKLEY

Circulation Managers—Eastern, DAVID V. STAHL; Western—FLOYD C. ZEIGLER

GENERAL OFFICE-U. S. Chamber Building, Washington 6, D. C.

Branch Offices—420 Lexington Ave., New York 17; 38 So. Dearborn St., Chicago 3; 333 Pine Street, San Francisco 4; 1101 Commerce St., Dallas 2; Hanna Building, Cleveland 15.

As the official magazine of the Chamber of Commerce of the United States this publication carries notices and articles in regard to the Chamber's activities; in all other respects the Chamber cannot be responsible for the contents thereof or for the opinions of writers.

Nation's Business is published on the 30th of each month by the Chamber of Commerce of the U. S. at 1615 H St., N. W., Washington 6, D. C. Subscription price \$12 for 3 years. Entered as second-class matter March 20, 1920, at the Post Office at Washington, D. C., additional entry at Greenwich, Conn., under the act of March 3, 1879. Printed in U. S. A.

Get into the CLEAN AIR ZONE



AIR FILTRATION

Electronic air filtration is no longer an experiment.

America's leading dust engineers have learned the secret of super clean air by way of electronics—and AAF is ready now with the first complete line of electronic air filters for both industrial and commercial use.

The interesting story of their development and application is told in the book below.

May We Send You This Book?



Of particular interest for—
FOOD PRODUCTS
TEXTILES • HOSPITALS
DEPARTMENT STORES
BACTERIA CONTROL
AIR CONDITIONING
PUBLIC BUILDINGS

AMERICAN AIR FILTER CO., INC.
109 Central Ave., LOUISVILLE 8, KY.
In Canada: Darling Bros., Ltd., Montreal, P. Q.

Hardest part

Stick at it, Sister! For the first part is often hardest — you have to thread that needle before you can sew a fine seam. It's like a job we had to do on an engine once. When we got it done, the engine helped lighten the world's work and fight the war — all at the same time.

Some 25 years ago, General Motors engineers set out to make a better Diesel engine. They found they could — if an important part could be im-

proved and made quickly in great quantities.

This part, which the engineers call an injector, works like an atomizer. It breaks up the fuel oil into a fine spray by forcing it through a hole many times smaller than the eye of Sister's needle. Injectors had always been made by hand — a slow, costly process.

It took a long time - years, in fact - but General Motors men finally worked out a way to make better

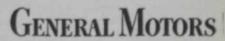


injectors and produce them by ordinary production methods. And their research brought many other improvements.

Result: a Diesel engine that was more compact, lighter in weight, and so dependable that it was soon humming away at all sorts of tough jobs. Today it is at work in rail transportation, road building, heavy hauling, and many other important tasks.

When war came, GM Diesels proved a "natural" for many uses. Singly or teamed together as "Twins" and "Quads," they now power tanks, bulldozers, landing boats, submarines, subchasers, tugs, generators.

Engineering like this is giving us things needed in war just as it gave us useful things in peace. Today it is more active and creative than ever. It is a great energizing factor in our American system. And it is ready to help give us "more and better things for more people" when final victory has been won.



VICTORY IS OUR BUSINESS"

CHEVROLET - PONTIAC - OLDSMOBILE - BUICK CADILLAC - BODY BY FISHER - FRIGIDAIRE GMC TRUCK AND COACH - GM DIESEL

Every Sunday Afternoon
GENERAL MOTORS SYMPHONY OF THE AIR
NBC Network

MAKE VICTORY COMPLETE

*

Buy More War Bonds



RELIABILITY of Peerless Pumps never has been so evident as during the war. Countless factories, plants, farms and municipalities rely on them to give unfaltering service. Thousands of Peerless Pumps have been in operation for more than 10 years without need for repair. Precise factory methods insure continued operation. Because of the exclusive engineering design, construction and fine workmanship of the bowl and impeller assembly, original efficiencies are closely maintained over a greatly extended performance period.

FEATURES-(Turbine Type)

Water-cooled head bearings • Choice of oil or water lubrication • Double Bearings in each bowl • Fully-enclosed impellers • Double Seal impellers.

Capacities—10 to 220,000 gallons per minute
Peerless Distributors and Direct Factory
Representatives are located in every State.



301 West Avenue 26, Los Angeles 31, California 1250 Camden Avenue S.W., Canton 6, Ohio Other Factories: San Jose 5, Fresna 16, California

NB Notebook

The good earth

MARCH winds and April showers bring May—vegetables.

Victory Gardens are under way throughout the land with more experienced hands and more productive earth. The amateurs are fast becoming semiprofessionals. The forecasts of food reductions, the waiting in shopping lines, the "screening" of exports to assure essential home needs, all point up the job for the little home-front farms.

Meanwhile, the season for the first and biggest reconversion success of the war is going on. With the addition of two nozzles, stirrup pumps designed for air raid defense have become insecticide sprayers. Last year 500,000 were sold. This season a distributor in Philadelphia predicts sale of 1,000,000.

Biggest campaign ever

FOR the "Mighty Seventh War Loan" campaign to run May 14 to June 30, the biggest advertising promotion of all time is promised. It will exceed the \$25,-264,329 in space and time contributed for the Sixth War Loan under the auspices of the War Advertising Council.

The Council comprises all advertising interests—agencies, newspapers, magazines, radio, outdoor, etc. Since Pearl Harbor its task forces have prepared 125 campaigns for which the space and time contributions have exceeded \$1,000,000,000.

A few sidelights on results: The V-mail campaign jumped such letters from a ratio of one in five to one in three. Within two months an urgent call for 8,000 hospital technicians to replace women in the service was answered with an overflow of recruits.

For peace as well as war the Council visualizes opportunities for service in promoting worthy causes. In cooperation with the State Department its first move is already under way—to "sell peace."

Building plans tardy

POSTWAR building plans continue to toss around billions while actual blueprints represent only a small fraction of the contemplated work. At the close of the first quarter ready-to-go projects were less than half of the projected construction, according to a report made to the committee on postwar construction of the American Society of Civil Engineers. The total of work in all stages was given as \$1,431,571,000, of which \$664,294,000 was ready for bids.

This committee has suggested a backlog of \$15,000,000,000 of which \$10,000,000,000 would be privately financed and \$5,000,000,000 financed by cities, counties, states and the federal Government. Construction planning in all stages is therefore less than ten per cent of what the committee proposes and ready-to-go construction a mere 4½ per cent.

The short lumber supply will delay relaxation of construction controls, according to reconversion officials in the war agencies, but some work may be permitted to go ahead, particularly projects such as the reconversion of industrial facilities, public utilities, rail improvements, highway work and schools which contribute either to the support of the war against Japan or to the civilian economy. Judge Byrnes in his report said that limitations on the construction of private housing will be removed as soon as lumber becomes available.

Getting the plans into blueprint, therefore, is urgent business, authorities insist.

Scattering plants, records

MORE will be heard about the decentralization of industry and it won't be talk about its advantages but action. General Motors has already announced a postwar program of \$500,000,000 which involves the rearrangement and reorganization of plants, machines and other facilities.

Getting down to cases, the company has picked Hamilton, Ohio, as the site of a new Fisher Body unit that will employ 3,000 employees. It will be one of five plants producing body stampings and sheet metal components for body assemblies. Construction of the onestory building on 145 acres will begin as soon as government regulations permit.

Industry, it appears, is not the only division of business interested in decentralization. For different reasons, it



You're looking at a man with a <u>future!</u>

He is an Erie Railroad Man.

As America's future grows, so will bis. For the railroads are an essential part of our great system of production and distribution.

Today, your railroads carry 75% of the Nation's total freight. With the continued increase in production, the need for mass transportation will grow greater.

And Erie Railroad will continue to use every contribution that modern research, engineering ingenuity and advanced technology can make, to further improve railroad transportation.

That's why you're looking at "a man with a future"... he is part of the world's finest mass transportation system.

Erie Railroad

ONE OF AMERICA'S RAILROADS-ALL UNITED FOR VICTORY



War Bonds and Stamps is understood that one of the large insurance companies will break down its big offices into many small and scattered units. The president was one of a delegation that visited England and saw what rocket bombs can do to valuable

For that matter, the federal Government itself has carried out a fairly ambitious program of decentralization.

New village "smithy"

CHANGING the oid chorus a bit, not a few business folk are interested in "What they gonna do down on the farm, after they've been with Uncle Sam?"

What prompts the question, for example, is the notion advanced by electrical manufacturers that farm boys will know all about arc welding whereby metal parts are fabricated without rivets or bolts. Speedy repairs on farm machinery may become available for 750,000 farms, the manufacturers believe, much as welding spread in industry after the first World War.

Arc welding shops in villages and hamlets, it is suggested, may grow as familiar as the village "smithy" of Longfellow's day.

Postwar second look

POSTWAR plans are budding again after the sharp frost that struck them last winter after the German breakthrough in the Ardennes. Management engineers report chief interest in revamping plant and processing.

Some schemes that shaped up well last fall are less attractive now that a "second look" is given them. Industrialists have had a chance to reappraise possibilities and they hope decisions will be sounder by reason of the time allowed for further study. The business batter is not swinging at the first pitch any more!

One of the biggest manufacturing companies is now operating on Postwar Plan No. 4. An official admits, in emphasizing the value of flexibility, that Plan No. 1 would have resulted in a "hopeless mess."

In the opinion of some management consultants the lively merger trend will also slow down except among the "war babies" that are making ready to run for shelter. The more desirable combinations have already been completed, it is pointed out, and the field is narrowing down to weaker companies.

Taxes paid wage boost

MANY companies would be quite willing to pay higher wages and salaries if it was guaranteed that their customers would accept the resultant higher prices without question. Prices and competition impose limits upon generosity.

When wage boosts come out of taxes and not out of customers, a new problem is posed. Prices no longer govern the decision because it is the general public that meets the wage boost.

The example offered is the United

States Steel Corporation which states the case concisely in its 43rd annual

"It is apparent," the company explains, "that the increases in wage costs since 1941, largely brought about by directives of the National War Labor Board, have been primarily at the expense of the public as taxpayers.

"Thus the War Labor Board's directive of Nov. 25, 1944, by which certain wage increases were made retroactive to Jan. 4, 1944, increased U. S. Steel's costs for 1944 an estimated \$30,000,000. This works out to reduce U. S. Steel's taxes by \$25,700,000 and to reduce its income by \$4,300,000. Therefore the public must assume 85.5 per cent of the increased cost, less the small amount paid in additional taxes by the employees receiving these increased wages."

Welcomes new suppliers

THE position seeker who complained that "everybody wants a man of experience and nobody is willing to give him a chance to get it," has his counterpart in business. The product must be "established" before many buyers will order it. The question is: How does it get established if nobody buys it in the first

Safeway Stores, Inc., food chain, is out to meet this dilemma and has announced its desire to do business with "the unknowns." Large distributors, the argument goes, get into a supply rut and ought to polish up their "accessibility." Typical large Safeway division, it was revealed, sells 62 per cent national brands, 31 per cent local and regional brands and seven per cent Safeway sponsored brands.

The new policy is not a war emergency measure aimed at overcoming shortages. It is called postwar thinking, having in mind the many new products which will appear and the many revamped versions of older products which might well overcome buying objections of the past.

Marketing wants

VERGIL D. REED, once assistant director of the Census Bureau and now associate director of research for the J. Walter Thompson Company, advertising agency, ought to know what business should get in the way of statistics from the Government-and how to get them. Recently before a group session of the American Marketing Association of which he is a former president, Dr. Reed wrote out his prescrip-

Number One on his list called for a single, complete index of available marketing data from all government agencies, to be issued quarterly or semiannually. The index should be divided into (a) domestic, and (b) international.

Number Two was a suggestion for greater standardization of definitions and classifications among government agencies so that the facts obtained from one agency on a given commodity or

STOP RUST this New, Efficient Way_



Anti-Corrode protects your metal parts and equipment...prevents corrosion and rust formations

Cities Service Anti-Corrode #100 adheres firmly to metal surfaces... prevents corrosion of raw stocks, finished parts and completed machines-either in storage or in active service.

Cities Service Anti-Corrode #100 may be applied by ordinary work-shop methods-spraying, dipping, brushing or rolling. Independent of metal quality, finish and irregularity of surface, the

protective film is continuous and non-porous-does not break at sharp edges or rupture on flat surfaces.

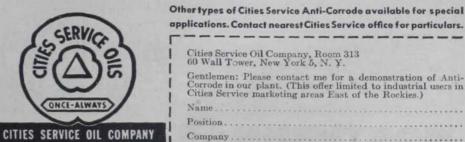
Cities Service Anti-Corrode #100 can be allowed to remain on metal to be stamped, drawn, or otherwise formed. It can be removed easily with kerosene or any petroleum solvent.

ANTI-CORRO

SAFEGUARD FOR THE METAL WORKING INDUSTRIES

ANTI-CORRODE #100 Gives You 10 BIG ADVANTAGES

- 1. Adheres to all metal surfaces.
- 2. Impervious to humid atmospheres.
- 3. Water-repellent.
- 4. Resistant to sun's rays.
- 5. Chemically inert to ferrous and non-ferrous metals.
- 6. Inhibits "under" rusting.
- 7. Easy to apply—easy to remove.
- 8. Lubricates as it conserves.
- 9. Will not become brittle.
- 10. Protects metals in service or storage.



Cities Service Oil Company, Room 313 60 Wall Tower, New York 5, N. Y.

Gentlemen: Please contact me for a demonstration of Anti-Corrode in our plant. (This offer limited to industrial users in Cities Service marketing areas East of the Rockies.)

Nn	me	

Position . .

City..... State.....

May, 1945

ARKANSAS FUEL OIL COMPANY



QUICK QUIZ ON



CHECK YOUR ANSWERS HERE:

1. Fiction. That's a popular local joke, but the name is actually from the Indian language and means "flowing water". Some N. P. towns and cities were named for soldiers who guarded the railway's survey parties (e.g. Custer, Miles City) . . . others for early N. P. presidents (Billings, Perham, Villard, Oakes, Hannaford) . . . still others for pioneer railroad workers, their daughters and wives. Eltopia, Washington was first named Eltopai ("Hell-to-pay") because a cloudburst washed out the railroad there, during construction days.

2. Fiction. The fringe, a safety device which warns trainmen on tops of cars to duck instantly, is called a "tell-tale". A "shoofly" is a temporary track built around an obstruction.

- 3. Fiction. Fish plate was name given oldtime rail fastening, now known as joint bar. It takes more than half a million of them to link the N. P. main line from St. Paul to the Pacific.
- 4. Fact. High, grassy plateaus in these hills once supported thousands of spirited horses. Today most have disappeared. However, Northern Pacific carries wheat now grown high in Horse Heaven.
- 5. Fiction. As the Northwest grew, many of its important population centers flourished on the Northern Pacific-thus, the line has become the "Main Street of the Northwest".

subject are comparable with data of other agencies.

Thus, through 14 other proposals to Number Sixteen which called for adequate publicizing by government agencies of what data are available.

"It is a singular tragedy," Dr. Reed commented, "that it is always easier to get government funds to collect data than to publish them and inform the public as to what is available."

His prescription for getting what is wanted emphasized contact with congressmen, bureau chiefs and trade association officials.

"Don't be among those who will be inclined to toss their hats in the air when the war ends and yell, "To Hell with all statistics," he warned. "You'll regret it later if you do."

Watch out for the soap

SOME time ago an insurance company made known the claims it had settled and heading the list was Accident Enemy No. 1-the bathtub. Recently. Harry Guilbert, director of safety and personnel for the Pullman Company, asserted that a man is much safer in battle than he is on the home front. Accident casualties at home since Pearl Harbor have been 280,000 killed and 29,000,000 injured.

Business offices don't have bathtubs but A. B. Roush, safety director of R. G. Tourneau, Inc., fixed up a list of "Fifty Hazards" in an article published in "The Office" and reprinted in the office management bulletin. Paper spikes, open file drawers, inflammable fluids stored in lockers, slippery linoleum were just a few of the dangers in offices.

Observing the price law

A MEASURE of the task put upon retailers in observing price control regulations was presented to the Senate Banking and Currency Committee by Ralph Goldsmith, vice president and general manager of Lansburgh & Bro., Washington, in a statement for the National Retail Dry Goods Association.

"The retail industry as a whole," he said, "must establish ceiling prices and adhere to them on a multitude of items that probably result in 40,000,000,000 transactions a year. An individual department store in a community of 100,-000 which does \$5,000,000 in annual volume probably handles 2,500,000 individual transactions involving about 100,000 items annually. These 100,000 kinds of goods must be priced according to 20 or 30 regulations of varying types and complexities. The management of such a store must train and supervise the executives in charge of 100 different departments to whom the power to price must be delegated. As the licensing section of the Act now reads, two transactions out of 2,500,000 which are improperly priced by one of the 100 employees authorized to price merchandise, provide an OPA administrator the basis for revoking that store's license to do business."



Main Street of the Northwest

10



Pushing Production—with Buttons!

The lessons of "thru-the-air" materials handling can never be forgotten in thousands of plants where war production has mounted to staggering totals. For here is an aid which relieves the manpower shortage — keeps production moving swiftly—lifting, moving, setting down heavy loads exactly where they're wanted. It's all done by the mere pressing of buttons and with variable speeds, where desired, to suit each specific operation.

Here, too, is a lesson for peacetime use. For "thruthe-air" handling with P&H Electric Hoists does far more than save time and energy. It lets skilled workers be skilled workers, not load lifters. It cuts costs. It puts a profit into moving as well as making.

As America's largest builder of overhead materials

handling equipment, P&H has led the way with important developments in practically every kind of industrial application. Whatever your problem may be, the chances are that P&H materials handling engineers have already solved it. Their experience is your experience without obligation.



Manufacturers of

Overhead Cranes • Electric Hoists Excavators • Welding Positioners Arc Welders • Welding Electrodes

MILWAUKEE 14, WISCONSIN

HARNISCHFEGER

ELECTRIC CRAMES - EXCAVATORS - ARC WELDERS (PEH) RDISTS - WELDING ELECTRODES - MOTORS



Traveling Crime Laboratory

This laboratory travels the country running down "crimes" against telephone service. Staffed by scientists of Bell Telephone Laboratories, it can move to the scene on a day's notice.

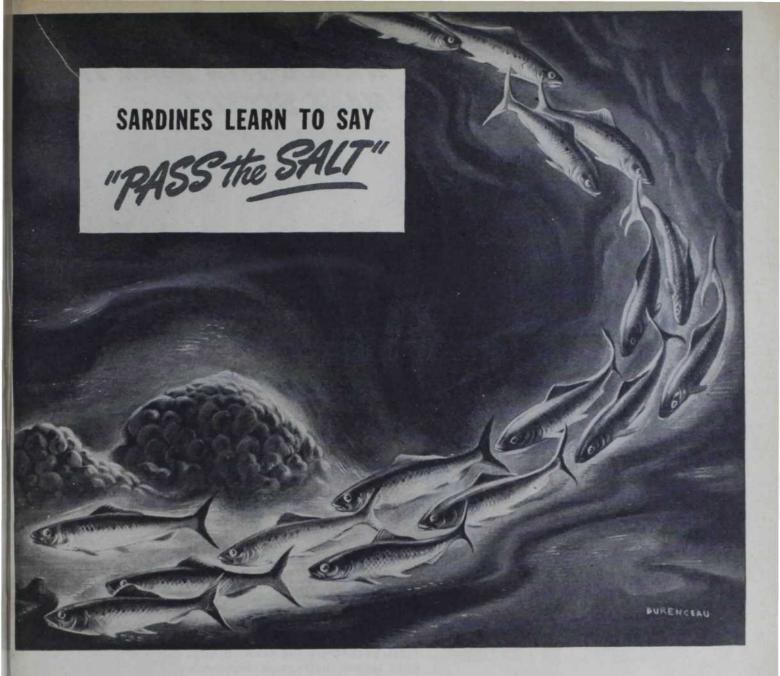
Always caught, its "criminals" never make the headlines. For they are not people, but such things as a thread of lint, a trace of acid, or sulphur compounds in the air. Finding these enemies in the telephone plant is one of the services rendered to the Bell System by Bell Laboratories.

In an organization now concentrating on war work, Bell Telephone Laboratories' people have ferreted out substitutes for scarce materials, have recommended

materials for difficult conditions, have identified enemy materials in captured equipment.

The services of these Bell Laboratories' scientists are always available to any part of the Bell System. This ability to call upon expert aid whenever needed is part of the strength of the Bell System.





Hauled struggling from his native habitat—brine—a sardine is forthwith doused into another brine. Immersed in man-made brine* that's perfectly balanced.

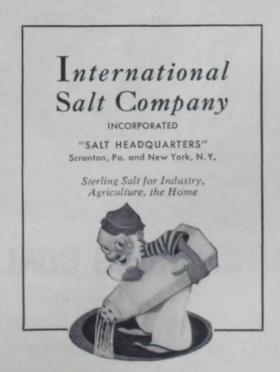
For fishermen *must* salt their catch immediately... even as it's emptied into the heaving dories. And why?

Because salt preserves the sardine's delicious meat...safeguards its savorsome flavor.

To the fishing industry... as to American industry as a whole ... salt is *indispensable*. And like leading industrialists, the simple-spoken fisherman judges superior quality in salt by *purity*... and by *uniformity*.

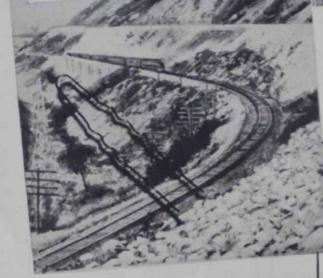
These qualities to a superlative degree in its Sterling Salt have helped establish *International* today as "Salt Headquarters." First because of the peerless standards of Sterling Salt. Second because of *International's* unique salt processes . . . processes that better production—and save man-hours and money.

*Much of this brine is made by International's exclusive Lixate Process





of all locomotives in the U.S. And from coal is generated over 62% of all electricity used throughout the country



STEEL BACKBONES THE FARM-it helps make tractors, trucks, tools, implements, wire fences, silos. And remember, all steel depends on Bituminous Coal. In addition, coal makes fertilizers for the farm-insecticides, paints, roofing materials, weed killers, wood preservatives. And, farms included, coal heats 4 out of every 7 homes in the United States.

"AMERICA NEEDS STEEL - STEEL NEEDS COAL"



LAST YEAR, to supply the needs of the steel industry, of factory, farm and home, the coal industry produced 620 million tons...more coal than has ever been mined in any year in any country in history! And the industry is hard at work to make your postwar coal for home heating in more uniform sizes, dustless-cleaner than ever.

Be sure to see "POWER UNLIMITED"

This dramatic motion picture film is the latest of RKO's famous series, "This is America." It shows how coal is taken from modern mechanized mines whose fantastic machinery greatly speeds up production and cuts down mining risks. "Power Unlimited" also tells the amazing story of the countless products-from perfumes to explosives-that depend on coal. Ask, at your favorite theatre, for the exhibition date of "Power Unlimited."

Bituminous Coal Institute, 60 E. 42nd St., New York 17, N. Y.



FEEDS THE FURNACE OF PROGRESS



FOR moving one ton one mile by rail, the average charge—and note that word "average"—is less than one cent.

O.K., you may say, that ought to make freight rates simple. Why not "sell a ticket" for moving freight, just like selling a passenger ticket? Take the number of tons, the number of miles, the average charge, and figure it out?

We wish it could be that easy. But here is the problem.

LOAD LOAD LOAD WORTH WORTH S100,000 \$10,000 \$100

Some freight is cheap, heavy, little subject to loss and damage. Some is valuable, light and bulky, difficult, risky and expensive to handle. Such differences in the character of freight call for differences in rate making. No one would suppose that charges should be the same on a ton of coal as on a ton of diamonds.

To charge even as little as one cent per mile for hauling a ton of some of the heavy, low-priced commodities would mean, in many cases, making rates so much higher than they are now that such commodities could not move over the long distances we have in this country and be sold at a profit in distant markets.

On the other hand, rates on more valuable articles can be much higher than the average without making any appreciable difference in the price at which they are sold.

So, to make it possible for all sorts of freight to be moved to market, and at the same time meet the necessary costs to the railroad of doing the job, there came to be these differences in freight rates—with the result that shippers, railroads and the public benefit from the amazingly wide distribution and use of all sorts of commodities all over America.

"Prices" tailored to the public interest

Rate-making seems complex. But that's because commerce is complex. Rates, or transportation prices, must be made for the movement of tens of thousands of different articles over various routes between tens of thousands of places, all over the country, and under all sorts of conditions. If those prices, as a whole, are too low, the railroads won't be able to meet the costs of doing business. But if transportation is priced too high, the traffic doesn't move—and that is not good for either railroads or shippers.



And so it is that over the years the railroads have worked on a basis of "what is best for our customers is best for us." It is to the interest of every railroad to build up the area it serves. It wants to encourage the growth of industries. It wants to encourage agriculture. It wants to encourage mining, lumbering, every other type of business. Rates are figured out for just that purpose—to meet the needs of commerce—and are revised to respond to changes in those needs as they come about.

Where the I. C. C. comes in

Many years ago, the Interstate Commerce Commission was established to prevent undue discrimination in railroad rates as between shippers and communities, and to see that rates are "just and reasonable."

All railroad rates are open covenants openly arrived at after discussion between the railroads and shippers. All



rates are published, are filed with the I.C.C., and are open to anyone to see.

But in any case, a shipper who isn't satisfied has the right to ask that the I.C.C. step in and investigate. And more than 250 volumes of I.C.C. reports show how active the Commission has been in this respect.

This principle of tailoring transportation prices to the public interest has stood the test of time—and no man who has made a sincere and expert study of the problem has found a better system for all concerned.



ASSOCIATION OF

AMERICAN RAILROADS

ALL UNITED FOR VICTORY



Opportunity blooms in a desert

ANOTHER REASON FOR GOOD YEAR LEADERSHIP

Here in the lush land of the Salt River Valley of Arizona - only yesterday a desert - a carefully selected group of rural youths of limited means today is working to satisfy the eternal longing of every farmer to own his own land.

These young men are employed at Goodyear Farms where, for many years, Goodyear has dedicated thousands of acres to better agriculture. They work under the personal supervision of Goodyear men who have had long experience in successful farming. As they earn and learn, these ambitious youths qualify for ownership of acreage that has been set aside for them. First, Goodyear provides a house. Then, step by step, the young farmers advance toward their goal. Goodyear furnishes the opportunity. They do the rest.

Eventually, each becomes the owner of a completely equipped 80-acre farm. But Goodyear knows he has a lot more than that. He has independence and incentive . . . and a solid foundation for useful citizenship and satisfactory living.

The world's leading builder of tires and a pioneer in rubber, Goodyear also is a busy and experienced worker in aviation, chemistry, metals, fabrics and many other vital fields . . . each day acquiring new skill to serve you better.

BUY WAR BONDS - BUY FOR KEEPS



THE GREATEST NAME IN RUBBER

MANAGEMENT'S Washington LETTER

A last minute roundup by a staff of Washington observers of government and business

TRUMAN AS PRESIDENT will bring change of emphasis, not of long-term policies. Doors will quietly close on professional reformers, but plans already made will be kept, with effort to make them work.

New President is friendly with congressional and administrative leaders who count. His team can start clicking quickly.

A student of structure, ethics and routines of government, he had, for two months, been examining administrative agencies. A working Senator, his senatorial committee gave him a good look at business as well as government. Though he lacks Roosevelt background on world affairs, he will have more success getting programs through Senate. See article on President Truman, page 21.

WORLD COMMODITY AGREEMENTS appear far less inviting to U.S. after preliminary exploration of field. State Department has limited the postwar area of such international controls to raw materials in persistent surplus in peacetime—as cotton, copper, wheat, sugar, coffee.

Fixed policy also provides that U.S. will join in such controls only upon determination "that the conditions cannot be corrected by the operation of normal market forces."

TREMENDOUS EUROPEAN RELIEF needs are being anticipated by American Red Cross, which has 8,000,000 food parcels in or near Germany under its prisoner-of-war feeding program.

But U.S. war prisoners inside Germany probably do not total 200,000.

Each food package contains 4 packages of cigarettes and 13 basic foods.

▶ RECONVERSION PLANS are paper programs only. Most division chiefs in WPB have

no specific plans for relaxing material controls, have heard nothing definite on prospective cutbacks.

Business men must not assume that the Government has a broad over-all plan for V-E Day. The only program now on the boards at WPB calls for dropping Controlled Materials Plan "as quickly as it is no longer needed to protect military and essential civilian production."

Missing links in the reconversion program as of today: There is no plan for terminating manpower control, no plan for ending price control, no plan for ending material controls, no plan for ending construction controls.

▶ POSTWAR BUSINESS PLANS also are badly snarled by indefinite status of seven U.S. programs for international economic cooperation:

Dumbarton Oaks Economic Council, Bretton Woods financial proposals, Hot Spring food protocols, Chicago aviation accord, U.S.-U.K. oil pact, and Mexico City agreement on Pan-American trade bloc.

In addition, United Nations Relief and Rehabilitation Administration is floundering badly for want of clear definition of its zone of operations.

Congress will withhold approval of all these international programs until pattern of Europe's postwar economy may be discerned more clearly—probably September, at earliest.

CONGRESS is studying proposal for a National Advisory Council of elder statesmen—a sort of "Supreme Court" on social and economic policy—to provide a continuous survey and audit of federal administration.

National Advisory Council would be established by constitutional amendment; would be independent of current political pressures and executive domination; with full power to investigate all national problems and issues, but without direct administrative or judicial authority. This Advisory Council would make all facts available to the people without bureaucratic censorship.

Such a body could be at work today—
for example—on postwar monetary policy,
a long term national defense program,
federal labor relations code, universal
military training.

Plan worked out in detail by Wilbur C. Pickett, a Division Chief in Department of Justice, has been submitted to

Byrd Committee in Senate and Judiciary Committee in House.

SURPLUS PROPERTY promises to be America's "big business of 1945-46." Disposal by 8 selling agencies now running about \$1,000,000 a day. More than \$2,000,000,000 in government property already has been declared available for sale. Total ultimately may reach \$25,000,000,000.

Surplus Property Board sets general policies and procedures; but each procurement agency handles its own sales.

For text of new Surplus Property Regulation No. 1, address Surplus Property Board, 300 Indiana Avenue, N.W., Washington 25, D.C.

SURPLUS FARM EQUIPMENT and construction machinery will be offered by Treasury on a synchronized nation-wide sales schedule during next two months.

Eleven regional offices have been assigned fixed dates for local sales. At these "spot sales" title must be taken at storage point.

For the May, June and July sales dates, address Office of Surplus Property, Treasury Department, Washington.

CIVILIAN AUTO PRODUCTION got its biggest boost toward resumption when Labor Department reported absenteeism in war plants increasing because of dilapidated automobiles.

In recent months absenteeism in 25 basic war industries (6.3 per cent) averaged about three times the expected normal. Peacetime rate for all industries is 2 per cent.

Next to motor breakdowns, major causes of absenteeism were housing difficulties, required visits to ration boards, and extra time needed for food shopping.

▶ WAR MANPOWER COMMISSION encourages organized system of "exit interviews" in all war plants. Employees giving quit notice are invited to special pep talk in personnel office. In some plants, up to 90 per cent of quit notices are withdrawn after a strong appeal to see the job through.

Field reports show these interviews can't be handled by regular foremen; best results are obtained by direct plea from personnel executive.

Big plants need both men and women interviewers. Women can't keep men on the job, and men can't send women workers back to their welders.

SOCIAL SECURITY PROGRAM will be surveyed and appraised from the ground up by a special subcommittee of House Ways & Means.

Questions to be determined in report to full Committee, as basis for general revision of legislation: (1) Actuarial status of the pension fund. (2) Should pay roll taxes be higher, lower, frozen by Congress, fluid for year-to-year adjustments? (3) Shall pay roll taxes be levied for national medical-care program? (4) Do employer-sponsored medical programs promise better care at lower cost than socialized medicine supported by pay roll taxes?

Subcommittee's report expected in July. No recommendations are anticipated from full Committee until 1946.

NDUSTRIAL FUEL supply in vital Appalachian region (Ohio River through Pennsylvania and Maryland) will be increased by about 16 per cent this winter, through a new natural gas line approved by Federal Power Commission.

New 24-inch line from Kansas will be built by Panhandle Eastern at cost of \$10,000,000, to deliver an additional 50,000,000 cubic feet daily; completion scheduled Nov. 1.

War Production Board urged expanded facilities on showing that many war plants suffered curtailed production last winter because of inadequate gas supply.

POLITICAL EXPENDITURES by labor organizations do not constitute violation of the Smith-Connally Act, rules Attorney General Biddle.

Senate Campaign Expenditures Committee cited pamphlets circulated in 1944 campaign by Ohio CIO; urged prosecution. Replied Biddle: "As you know, Section 313 prohibits contributions and not expenditures."

MOVIES thrive as America's favorite wartime entertainment, with an average weekly attendance of 90,000,000.

Seven principal producer-distributors reported an average annual "gate" of \$453,000,000 in prewar years and \$746,000,000 in 1943.

Congress rejects ceilings on movie admissions, principally on ground that policing would be costly.

HOLLYWOOD MANEUVERS EXTRAVAGANTLY to become feminine style capital of U.S., but new New York designers, including many transplanted Parisian houses, resist California leadership with keenest competitive methods.

Hollywood designers have a direct tie-in with films; use screen stars to introduce new motifs; can get an idea going coast-to-coast in ten days.

But New York has an effective working agreement with garment maker and millinery unions, which exert great influence to keep multi-billion-dollar industry centered in Manhattan.

Hollywood's great triumph this season was the miniature doll hat for grown-ups, which swept the country in three weeks after a daring try-it-and-see experiment on a popular screen beauty.

For final outcome, watch length of women's dresses this fall. Hollywood is coming a bit below the knee; New York still is saving scarce fabrics with knee designs.

It's no picnic for retailers who buy into the wrong trend.

GOVERNMENT PRINTING OFFICE has perfected a special writing paper for prisoners of war—coated with a secret chemical to reveal all types of invisible ink.

German prisoners in U.S. were sending home vital military information in brief invisible messages scribbled in margins of their authorized once-a-month letters.

New paper coating reveals invisible acid inks in vivid green, alkaline inks in glowing red.

New process offers vast postwar possibilities for special business stationery and commercial forms requiring protection against counterfeiting.

COMMODITY CREDIT CORPORATION, continued until June 30, 1947, now has total borrowing power of \$4,750,000,000 to back Congressional mandate to keep floors under farm prices at approximate parity for two full years after the Jan. 1 next following formal termination of state of war.

Farm subsidy payments for coming fiscal year are limited to \$913,000,000.

CCC now carries total agricultural inventories aggregating a little more than \$2,000,000,000—cotton, wool, tobacco, wheat, dairy products. These inventories probably will be doubled.

PRESIDENT'S TARIFF AUTHORITY expires June 12, but legislation to extend Trade Agreements Act of 1934 can't be cleared in Congress until results of San Francisco Security Conference are submitted for public appraisal.

Proposal to widen Executive authority to include another 50 per cent tariff cut under prevailing agreement rates (H.R. 2652) does not command a Senate majority.

On basis of 1939 trade, the full 50 per cent tariff cut now has been applied to 42 percent of our dutiable imports.

Wartime trade dislocations since 1939 practically obliterated even the theoretical results expected from reciprocal trade treaties negotiated with 32 nations. Debatable benefits from original program make Congress wary of renewing this sweeping delegation of legislative power through the critical period of postwar economic readjustment.

► FOREIGN TRADE EXPERTS are quizzical on postwar prospects in Russia. Official circles discuss Soviet trade in billions yearly; but Commerce Department figures show our total imports from Soviets during 1936-38 averaged about \$25,000,000 a year.

By doubling or trebling quantities of 27 Russian items taken before the war, our total imports might be expanded to \$60,000,000 a year.

Before the war, Russian goods made approximately one per cent of total U.S. imports.

► WASHINGTON BUSINESS BRIEFS: Army estimates 500,000 U.S. soldiers will be kept in Germany as occupation force.... Under revised stabilization regulations, voluntary wage increases up to 55 cents an hour may be made without WLB approval....Leo T. Crowley plans to leave the Foreign Economic Administration soon after V-E Day U.S. troops on Western Front outnumber all other Allies combined, 5 to l....U.S. monitors checking enemy broadcasts are identifying an average of 115 American war prisoners daily....FEA reports that 90 per cent of all air freight arriving from overseas puts down at Miami.... Albania and Yugoslavia have been added to the list of liberated nations eligible for UNRRA assistance. ... New regulation in District of Columbia requires that local tax assessor be on hand when joint-tenancy safe deposit boxes are first opened after demise of one of the holders; ruling is headed for a court test on legality ... OPA enforcement division now making 1,000 investigations daily; turns up one violation for every sixth inquiry.



Turning Rivers of Checks INTO SEAS OF MUNITIONS

Ten billion separate checks, it is estimated, will flow through the nation's banks during 1945—double the annual volume of six years ago. In addition, more cash is circulating through the banks than ever before.

With three shifts working around the clock twenty-four hours a day, the Chase alone handles 500,000 checks on an average business day. This is being accomplished with an aggregate force smaller than before Pearl Harbor, of whom a substantial number were untrained in banking work two or three years ago. It is banking credit which in scores of ways speeds munitions to the war front. Here at the Chase, for example, we have made hundreds of loans for war production purposes; to borrowers ranging from large producers to many small sub-contractors; and have extended substantial loans for the benefit of agriculture.

In all these ways, as well as in the regular banking activities that keep the economic machine running at full tilt, the men and women of the Chase are doing their part in the miracle of productive America at war.

THE CHASE NATIONAL BANK

OF THE CITY OF NEW YORK

The Administration Moves to Center

By LABERT ST. CLAIR

PRESIDENT HARRY S. TRUMAN looks with favor on all business, small and large, so long as it is conducted fairly and with due regard to the public interest.

He desires to see such business first treat its employees justly and then make profits. He recognizes the necessity for profits to keep business flourishing.

He is especially interested in the peacetime welfare of small and medium-sized businesses. He hopes that prosperity may return to those which the war has injured

and that their prosperous numbers will multiply. His special concern for them is due to his conviction that they form the most important part of the nation's business.

He has no prejudices against large businesses as such and likes to see them prosper so long as they do not use their size to suppress and injure smaller concerns and individuals. He is emphatically opposed to oppressive and unfair business practices by any and all groups.

These statements are based on an extended and engrossing interview I had with the new President a few days before he entered the White House. The possibility of his being President soon was not mentioned, but it was, of course, on my mind. I knew that Mr. Truman took his position as Vice President seriously, had studied the operations of the federal Government and had discussed with close friends how he should meet certain situations in relation to the Presidency if they arose.

Our talk was complete and frank. He never dodged a single question, nor did he once suggest that he talk "off the record." The next day I sent him a brief outline of the major points touched upon and he approved it without change.

As I review everything which Mr. Truman told me, analyze his actions as President thus far and weigh carefully the opinions of many of his close friends. I get one outstanding impression:

TRAINED in a border state where extremes in ideals and ideas are considered unsound, Missouri's first President will be a little to the right of Franklin D. Roosevelt's "little left of center."

> as directed from the White House are over. President Truman will make every effort to unite the nation and induce all patriotic elements to settle down to quiet, constructive work in the common

> The President will, I think, adopt the attitude of an energetic but friendly, fair, and fearless judge. He will try to lead the nation back into sane living under constitutional processes and restore to the different governmental groups and individuals the privileges and protections guaranteed them first by the original Constitution and later by the Bill of Rights and subsequent amend-

He will hew to the line in dealing with groups and individuals just as he did when he headed the Truman Committee investigating in the Senate. Then he hauled business men, labor leaders, government officials and all before him and talked turkey to them. He will do it again, but on a broader scale, I think.

Of course, I can be far wrong in my predictions. But if I am, a lot of other people, including some of our foremost conservative Republican senators who long have been personally friendly with President Truman also are fooled.

Other conclusions of particular interest to business men which I have reached based on the interview are

He believes wholeheartedly in the The crusading days of the New Deal original American form of government.

He is intensely proud of the past record of performance of the United States and has implicit faith in its future. provided the people will join in a united effort to restore sound peacetime conditions.

He is extremely eager to do a good job as President and will sincerely seek the assistance of men of all parties and walks of life to help him. The alignment of class against class is out.

He believes the Govern-ment should assist the deserving poor, but is an ardent advocate of self-help and is

chary of blanket doles and gratuities. He will investigate carefully all vast

public works projects to determine whether they are sound or just the product of happy thoughts of do-gooders.

He will never indulge in "double talk" of doubtful interpretation and he will make no promises which he cannot ful-

A subject of vast interest to business which I did not cover in my interview but later requested comment on in writing from him was his probable relations with labor leaders. He was projected into the Presidency before he could reply to my letter. I have no doubt he would have replied under normal circumstances because I could not imagine him ducking any fair question at any

In the absence of a direct reply, I can point to three instances of interest in which he was directly involved and to the views of several of his close friends.

A recent experience of labor representatives who attempted to enlist his support in breaking through the Little Steel formula on labor wages is significant.

"No!" he said with emphasis, and that closed the interview.

Two years ago John L. Lewis learned he could not toy with Senator Truman. Asked to appear before the Truman Committee to discuss a coal mining situation, Mr. Lewis refused to appear. Mr. Truman issued a subpoena for him

and Lewis showed up. Lewis was quite huffy and threatened to ignore his "no strike" pledge. Said the subsequent committee report:

"Labor has come of age and the country expects these leaders to recognize that labor has duties as well as rights."

On another occasion when the committee was investigating six per cent union assessment collections from workers on army contract jobs, Mr. Truman said the assessment looked like plain racketeering to him.

According to his friends, he feels that the labor leaders and city bosses, too, got behind him for Vice President because they thought he could win and not because they thought they could control him.

This does not justify the impression that he will desert the Democratic party or its national organization. He is, first and last, a believer in party organization. He always has worked with the regular Democrats on strictly political matters. No doubt he will continue to do so.

Party housecleaning coming

TODAY the party warhorses who know what it means to get out the vote and to stand by party through thick and thin are looking forward eagerly to a party housecleaning. Particularly it should be borne in mind that Chairman Hannegan, of the Democratic National Committee, is a close associate of President Truman and a more ardent advocate of party regularity never lived. Once the exodus starts, the outbound rush from Washington of those who have been solemnly charting new courses for business should be terrific.

Do not expect to see the theorists booted out tomorrow, however. They are largely a part of the domestic scene which of necessity must be slighted more or less for the present. Winning the war and obtaining acceptance of a strong world peace plan are the immediate jobs on President Truman's schedule. Prosecution of the war he will entrust in detail to the military and naval leaders. Personally he will major on planning and pushing a world peace program through the Senate. Until called to the Presidency, he was devoting practically his entire time to this assignment, and it will continue to be his No. 1 interest until finished.

President Truman fully realizes the necessity for Republican support in winning the war and making an enduring peace. To that end he began making overtures to Republican leaders months ago. Already warmly regarded by many Republicans, he scored rapid advances among GOP members whom he had not previously known. Word soon got around Congress that he was a "regular fellow who could be trusted," and that kind of recommendation travels fast and goes far on the Hill. Before he had been in the Vice Presidential chair a month his popularity among all members was being compared favorably

with that of Jack Garner, one of the most beloved men ever in either House.

Senator Brewster, of Maine, one of the ablest Republican members, is a close personal friend and ardent admirer of the new President. It was his appraisal, uttered at a private dinner attended chiefly by Republican senators, which prompted me to seek out the then Vice President for a talk.

"He is an able, friendly and humble man," Senator Brewster said. "Whatever his assignment, he will carry it out conscientiously and well."

Making an appointment with the future President was not difficult. I simply telephoned his office and, after identifying myself to a young woman who answered, told her I should like to talk with the Vice President. Without further questioning, she told me to come in two days later, explaining apologetically that she could not make the engagement for the next day because Mr. Truman would be in New York.

An atmosphere of welcome and goodwill pervaded the office. Everyone was pleasant, smiling and courteous. The doorways of all four office rooms were open. Through them passed clerks, stenographers, secretaries and the Vice President himself. All were busy but cordial. The reception room-a small one because the Vice President never had taken over the sumptuously decorated suite of his predecessor, Henry Wallace-was crowded, but the good humor of the place was infectious. Passing through, Mr. Truman would pause briefly, and addressing visitors by their first names, tell them not to leave as he would be free shortly and he "sure did want to see 'em."

A touch of Missouri

ON a corner table lay an old-fashioned stereoscope and a set of double-breasted photographic slides. The top slide showed Mr. Truman smiling broadly and extending the right hand of fellowship to the world. Other slides were of visitors to Washington, the Capitol, and a bare-footed baby apparently contemplating a dive into the Lincoln Memorial pool. A friend had presented the outfit, which in the late '90's was standard equipment for all Missouri front parlors, to Truman. He always has gotten a great kick out of it, loving to look at the pictures himself, and, like as not, soon will have the set in one of the White House reception rooms. Nothing could typify his love of common things and common people better than this predecessor of the modern motion picture. Incidentally, nothing could be better for keeping impatient visitors entertained and calm.

The President may not tell you that he is glad to see you, but he certainly makes you feel that he is. Advocates of the clean desk might find fault with his housekeeping, but neither his handclasp, his warm smile, his neat attire nor his sprightly, soldierly bearing is open to criticism. He appeals at once as a man who is enjoying good health and his job and having a perfectly grand time meeting a lot of folks.

He likes laughter and cheerful entertainment. On the night before he had attended a rather dreary theatrical performance and it still got him down a little when he thought about it. His theatrical preference is for something light and gay. He is a Gilbert & Sullivan fan.

Plays the piano well

THE PRESIDENT plays piano well, especially Chopin, but he passes over his ability lightly. Poor eyesight made him a pianist. Unable to participate in outdoor sports, he took up music at the suggestion of his parents. He never was satisfied just to do an ordinary job at the piano. Once, when he could not execute a difficult turn in Paderewski's Minuet, he waylaid the master after a concert and insisted on being shown how the part was played. Paderewski. amused at the young man's earnestness. obliged. At Washington parties, Mr. Truman always has played the piano when asked.

There is a studious and learned side to the new President of which few persons except his intimates are aware. He possesses a profound knowledge of many subjects, gained through selfeducation by wide reading. Although he never attended college, few men are better informed. A famous story about him is how he read his way through the library of his home town of Independence, Mo. After he was a grown man, he studied law at night and was admitted to the bar. Since coming to Washington he has read hundreds of books from the Congressional Library. The histories of government and military campaigns are his favorite subjects. The reasons behind the rise and fall of great nations fascinate him.

As a boy Harry Truman sought vainly to enter West Point, poor eyesight alone barring him. Then he joined the state militia, fought in France during World War I, emerging as a major. At the outbreak of the present war, he offered his services but they were declined on the ground that he was too old. He was born May 8, 1884. He chafed at being kept out of the conflict, but President Roosevelt assured him that he could be of more assistance in the Senate than in the armed forces.

Thus, taking an oath to support and defend the Government is no new thing for him, nor is it an oath to be regarded lightly. When, after administering to Mr. Truman the Presidential oath to uphold the Constitution, Chief Justice Stone remarked, "It is a good oath," he expressed the convictions of the new President exactly.

Much has been made at times by political adversaries of Harry Truman's failure when, as a young returned soldier in the early 20's, he started a haberdashery store in Kansas City. The ex-

(Continued on page 46)

Food Muddle-How It Grew

By LAWRENCE SULLIVAN

FOR millions of Americans, 1945 will be a year of belt tightening.

If the weather is favorable, we may have a bumper food crop—the seventh in a row!—but even so, there will be barely enough food for our domestic needs, military needs and relief commitments. Should a severe drought hit the country, a disastrous food shortage could result.

Many basic foods will be short. The supply of most secondary items will be spotty. People will have to take what they can get, and hope their victory gardens will help see them through. Until October we are going to have to accentuate the broccoli.

The consumer recalls that only last summer many foods were taken off the ration list, and point values were reduced on others. Washington anticipated at the time that the war in Europe would be over before Christmas. The

be more important to world than food. A few

NOTHING can be more important to America and to the world than food. A few months ago, Washington was promising us stupendous surpluses to be. Today the housewife finds the grocer's shelves almost empty. Here are some reasons

Congress notes, when advocates of "the more abundant life" were telling the nation that one-third of the population was "ill fed, ill clothed and ill housed."

ELIZABETH

Tons of poor nutrition

IN TONNAGE (not in nutritional value, understand) the Department's figures show that we will produce 35 per cent more food this year than the average for the years 1935-39. Included in this predicted tonnage are tremendous increases in cabbage, kale, carrots, peanuts and soybeans. This increase in total farm production as compared with the prewar years thus vindicates, as it were, the Government's various price-support programs. But the same official report tells us:

"Supplies of all meats, chicken, butter, lard, potatoes, sweet potatoes, dry beans, some fresh vegetables, deciduous fruits and sugar probably will be reduced from the 1944 levels."

In butter, for example, civilians will

air waves crackled with alarms of stupendous food surpluses to be! Congress was asked to set up a price-support revolving fund of \$2,000,000,000 to prevent a collapse of farm prices.

That was last summer The war, of course. did not end before Christmas. This miscalculation is one root of today's food difficulties. OPA reports:

"Civilian supplies of meats, sugar, butter, canned fruits and vegetables are at the lowest point since the war began."

As Congress proceeds with its food shortage inquiry, the consumer finds

himself confused by apparently conflicting official figures. So he wants to know, "Is there a food shortage, a food muddle—or a food scandal?" And no wonder.

The Department of Agriculture calculates our food supply for the year as adequate, but does so by a strange statistical device. A missing pound of butter or beef, the Department offsets with a pound of cabbage—and makes the grand totals look encouraging.

"But," the Department's forecasters hasten to point out, "supplies of some of the most popular foods will continue smaller than the average consumption in the prewar years 1935-39 on a per capita basis."

Those were the lamentable years,

get an estimated 10.5 pounds per capital compared with 16.7 pounds per year in the five prewar years.

Civilian supplies of beef are estimated at 52 pounds per capita this year against a prewar average of 54.8 pounds; total milk, 770 pounds against 801; total fats and oils, including butter, 41.9 pounds against 48; sugar, 78 pounds against 96.5.

The Department of Agriculture knows you cannot substitute peanuts and spinach for beefsteak and butter. So, in its official outlook report, it warns:

"When the quantities of food expected to be available to civilians in 1945 are translated in nutritive value, the number of calories appears to be down about four per cent from 1944.."

Here is one small instance of how guessing wrong about the war's end affected the food situation: In the spring of '44—on the expectation that the fighting in Europe would be over that year—the War Food Administration signalled U. S. farmers to curtail hog production 20 per cent. When the figures were in, it turned out that the reduction was actually about 34 per cent, leaving us with plenty of hog feed but not enough hogs.

This illustrates, incidentally, what can happen when price is eliminated as the controller of supply. The parity technicians in Washington may hit the supply-demand squarely on the nose,

but cannot persuade the farmers or the hogs to go by slide rule calculations.

The principal factor in muddling our food problem, however, was not the wrong guess about when the European war would end, but was—and still is—short sighted management and lack of coordination on the part of the various federal agencies which are supposed to be responsible for the production and distribution of the nation's food.

Take a look at the War Food Administration, by way of example. Because of its tremendous inventories, WFA sometimes holds great stores of food until it is unfit for human consumption. In January of this year, Food Administrator Marvin Jones announced the release of 20,000,000 pounds of "off-condition prime steam lard." The entire consignment went to soap manufacturers.

This release of spoiled lard was announced Jan. 17. Next day, OPA ordered the resumption of lard rationing at retail, effective Jan. 22. Lard had been removed from the ration list as of March 3, 1944. It was returned to the ration list, "due to increased military and export commitments." Since January the Government has been virtually commandeering about 60 per cent of all lard production, leaving only about 40 per cent for civilian needs.

Congress has found it difficult to get at the official truth concerning food stockpiles and spoilage. WFA reported, Feb. 25, 1944, that it had on hand only 380,873 pounds of food in storage since 1941, or earlier. But an on-the-spot survey by the Warehouse Inspection Division between January and April, 1944, "discovered a total of 28,619,710 pounds of various food products that were packed or entered in storage in 1941"—more than 75 times as much as WFA reported in February!

"This situation," the Mead Committee informed the Senate, "indicates, first, that records on food stocks were incomplete and inaccurate; second, that sufficient care was not taken to use older stocks first; third, that more food had been purchased than was needed."

Inventories slightly reduced

FOLLOWING this sharp criticism from the Senate, WFA revised its inventory system, reducing total stocks from \$852,000,000 in April 1943 to \$477,000,000 on Dec. 1, 1944. Of this latter figure, however, the Committee found, "35 per cent, or \$168,000,000, represents shell, dried and frozen eggs." This inventory of 504,000,000 dozen was equal to about 48 eggs for every person in the country.

Most of these eggs were acquired in the Government's price-support program. In powdered eggs alone, as of December, 1944, the Mead Committee reported a supply on hand "sufficient for about 18 months for the Army and for all our Allies."

By overpricing eggs in relation to other farm products, the Government is calling out millions of dozens more eggs every month than it can dispose of under lend-lease. At the same time, chickens are underpriced in relation to eggs, and WFA now has commandeered all chicken meat offered, both fresh and

(Continued on page 78)



People will have to take what food they can get and depend on their victory gardens to help pull them through. Until October, we are going to have to accentuate the broccoli

ROLD M. LAMBER



By DONN LAYNE

"THE pipelines of civilian goods, particularly of durable items, are empty," says Chairman Krug of the War Production Board, commenting on the scarcity of functional consumer supplies.

The truth of his statement becomes more obvious each day. Replacement parts—much needed by both individuals and industries—are practically nonexistent. Key industries and services, such as transportation, light and power, communications, agricultural machinery, household appliances and others, are greatly handicapped for want of repairs. It is possible that home-front conditions could get a lot worse before they get better.

Many of us may have to walk more, ride less and tighten our belts a bit.

But no civilian will have to dodge bullets, bombs or flak, eat K-rations in a fox-hole or depend on a mae-west for survival.

Even if materials were available for the production of needed repair parts, who would manufacture them? Are the right type of facilities and manpower available?

Asbestos, for example, is now plentiful enough for civilian use, but pipes to place it around are still scarce—and men to lay asbestos shingles are not to be had. Also aluminum and magnesium are available for the manufacture of washing machines, vacuum cleaners or even fans, but small electric motors and labor are lacking—they are still needed elsewhere.

Current and pending civilian shortages, and the problems of reconversion, have been given much thought by the top men of WPB but, in justification to our fighting men, that is about all that can be spared at the moment—just ALTHOUGH the war is more than half won, home-front conditions promise to get worse before they get better. Things won't be as bad as the pessimists fear—but they won't be as good as the optimists hope

thought. The effort, however, has resulted in some tangible charts and plans.

With the cooperation of thousands of manufacturers, the WPB Industry Advisory Committees, after many surveys, have prepared reports (to be released later) showing the time-lag various industries will require before peacetime production can be resumed. These studies also reveal the extent of the problems which lie ahead: machine tools which must be ordered, floor space to be cleared, switch-overs to make first, and possible bottlenecks to keep clear of, all of which in part can be soon put into action.

Nazi Defeat: In addition to doing away with curfew, racing bans and brownouts—and the need for such tight gasoline allotments—Germany's defeat means some war contract cancellations and production cut-backs. Furthermore, the Army will begin to demobilize about 250,000 service men a month, and many war workers will be laid off. Thus a large variety of both materials and manpower skills will be released for the production of more civilian goods; but ample production facilities will not be as readily available.

The tools of war are still needed in great quantities in the Pacific, and the greater part of our mass production industries, together with some of their subcontractors, will continue to make them. It is expected, however, that there will be sufficient plant facilities accessible for the manu-

facture of the more urgent replacement parts—while a good start can be made on the various tasks of reconversion within some of our industries—and completed in others.

Scarcities after victory

WAR contract holders have already been told what cut-backs to expect, which range from 15 to 20 per cent for the first 90 days to a probable 40 per cent within the year, but such cancellations do not mean that civilian goods will soon become less scarce. Even though steel, copper and glass are available for making automobiles, our fighters in the Pacific may still need the fibers necessary for making upholstery fabric (cotton, wool, rayon, etc.). Thus, the first metals available for civilian use may go for the manufacture of household gadgets or office appliances, or even roller skates.

Tapering off of war production does not mean that it will be possible gradually to resume the manufacturing of scarce home-front items in logical order. Textiles will still be used by our fighters for both cold and warm weather clothing in the Pacific; so homemakers may be getting electric irons before they get household linens on which to use them. Home heating equipment, nails and telephones may be obtainable ahead of lumber to build a house—or before competent architects or building foremen are available.

In any event, we can rest assured that the basic metals and chemicals will be easily obtained for civilian requirements long before lumber, rubber, gasoline, leather, tin or the light chemicals; and that cutting tools will be ready for use months earlier than will be the machines to put them in. We may even get alarm clocks before there are packing cases in which to ship them-or new jobs to wake up for. But the longer the war with Japan lasts (say nine months or more), the smoother will be the transition to peacetime production, with fewer maladjustments in material distribution and switchover problems, and less widespread unemployment.

Wherever possible, all cut-backs and cancellations will be made on an equitable basis—spread out as widely as wisdom dictates and timed so as to create the least amount of unemployment. Where feasible, the first stop-work orders will be issued in localities where opportunities for reemployment are plentiful.

Distribution of materials released for the production of civilian goods will be made on the "most urgent" basis with due consideration to the national welfare and the recommendations of industry advisory committees. New outfits hoping to crash into a lush market at the expense of former sources still busy with war contracts will get scant attention. Old companies ready to resume former peacetime production will be given the green light when and where practicable. It is not expected that WPB will go along with a policy which will

permit one company to take unfair advantage of another during the period prior to the surrender of Japan.

If, for example, some old-line manufacturer, having finished his war contracts, is now ready to begin making autos, refrigerators, alarm clocks, shotguns, tractors or other scarce items while former competitors, still engaged on war work, look with envious eye upon such a situation, it will then be up to the Industry Advisory Boards to settle the issue. Gordian knots of this nature may be solved through the adoption of "victory model" no-name merchandise, with all competitors sharing in the production results. Then again, some manufacturers may be given the go-ahead signal in order that unemployment can be kept down to reasonable proportions regardless of who gets ahead of whom.

First may not be winner

AS ONE large industrialist has pointed out:

"After all, it is not always the quick starter who finishes first in the race. And one should bear in mind that the manufacturer who is the last to reconvert and begin on peacetime production, enjoys the advantage of being able to design and adjust his product to a "tried" market—eliminating some mistakes, correcting others, and sidestepping the errors of his earlier competitors."

It is hardly possible that the transition or reconversion difficulties or the material or labor problems of each Joe Doakes in the country can be prepared for in advance by the Industry Advisory Boards of WPB. Therefore, local needs and conditions relative to the effects of cut-backs, must be brought to the attention of WPB officials by the business, labor and civic leaders of each locality. The members of the various Industry Advisory Boards are aware that they have a tremendous responsibility-as vital in peace as in war-that men and women should not suffer from unnecessary delay, or disorganized or unfair practice.

Japs are still a problem

THAT there will be some bad timing, factory shutdowns, unemployment and dissatisfaction is a foregone conclusion. A sane man knows that war does not leave a Utopia in its wake.

Total Victory: Most military and naval authorities believe that it will take at least a year of continued hard fighting to make the Japs say whatever they say when they've had enough. Maybe so, but no decent man or woman would hope for a prolonged war with Japan just so the nation's industrial set-up could enjoy an orderly change-over from war production to peace production.

War Production Board officials do not expect to relax all controls simultaneously with the last shot of the war; nor do they want to maintain the controls a second longer than necessary.

To avoid as much disorder as possible, to act as a clearinghouse for available material and equipment, to use the WPB administrative organization for the control and release of materials as recommended by the Industry Advisory Boards, will be the only reason for its brief continuation after Japan's defeat.

Price and Rationing Controls: Between now and the fall of Japan, OPA expects to continue doing business in much the same way. At present, practically every product and service has a price ceiling—8,000,000 of them, in fact. This ceiling is in effect whether or not the item or service is available. Naturally, some adjustments will be made when conditions justify a change. Rationing, of course, is the hand maiden of price control, and will not be relaxed until the need has passed.

OPA is well aware that a weak price policy during the period before total victory could set in motion all the powerful (and selfish) inflationary forces that surround us; while, contrariwise, a rigid price policy which makes no provision for legitimate increases in costs could ruin industry's plans for rapid conversion to peacetime production. The objective—to be neither too weak nor too rigid to prevent both inflation and deflation—is a difficult one to reach without the creation of much dissatisfaction and rancor.

Not given to impartial reticence, the information specialists of OPA have never shirked their duty in telling how more than \$80,000,000,000 has been saved to the American public since the start of the war through OPA's successful attempts to hold down prices—an average of 60 cents a day per adult! They never explain, however, how prices can be held down on items which are seldom available, nor do they figure the millions of man-hours lost waiting in long lines, or in the vain searching for hard-to-get but necessary, everyday items of commerce.

AT war's end OPA will find itself in a ticklish position. Its only excuse for existence will be the threat of dangerous inflation-an evil which most people seldom fear until it strikes. The functions of OPA will be to hold prices down to a reasonable figure in the face of unreasonable demands and insufficient supplies; and in the face of vanishing public support and the loss of war's appeal to patriotism to ration those commodities the public has been waiting for Under such conditions its regulations will be almost impossible to enforce unless the directives are more readily understood than usual, and the productive and distribution segments of our economy are cooperative.

NEITHER the top men of OPA nor Congress desire the continuation of price controls or rationing after the war. OPA is expecting to carry on, however, until

(Continued on page 74)

Workers Like a Pat on the Back

By LEWIS A. LINCOLN

fellow men.

FOR ALMOST 20 years I was a business paper editor. Came the war and I got a job in a large ordnance plant. I helped maintenance men keep machines running, worked in the tool cribs and helped laborers unload freight cars. I checked materials and delivered chemicals to production, wheeled barrel

tric trucks moving and stacking materials; inventoried merchandise and dispensed machine parts.

I have been doing this sort of work for nearly four vears. Here are some of my conclusions:

Basically the humblest worker is no different from the plant manager. As human beings both respond to their environment in about the same way and for the same reasons.

Neither of them likes to be socially submerged.

trucks, acid trucks and four-wheel trucks; worked with elec-

I was working in the toolcrib. I attended safety meetings that were extremely drab and lifeless. I studied each man who came to the toolcrib to be served. There were machine operators. lathe men, toolmakers, electricians, car-

worker into a limelight where his deeds

may be brought to the attention of his

penters, helpers and so-called "common laborers." I wanted to find out what, if anything, the American workingman had to kick about; what made him what he was and whether or not anything could be done to make him a better workman and happier citizen.

Many of the workers cussed the boss (Continued on page 90)

NOT EVEN the humblest laborer likes to be socially submerged. Men are happier, and produce more, when "the good they do is proclaimed and all else is forgotten"



quoted. They counted for something

Foreign Propaganda in the

By JUNIUS B. WOOD

HARRIED American taxpayers hope our country's largess to other nations will shrink to a trickle after the war. The other nations have ideas of their own-\$40,000,000,000 is a conservative estimate of what they believe the United States should earmark for their future.

This is the greatest cash prize of a peacetime world. Competition to get in on it is open to all and the campaign is now under way. That is why a story of how the other nations do their campaigning in our country is timely. It may help Americans, who read and hear so much, to discriminate between what is primarily for the well-being of the United States and what is circulated by agencies of other nations for their own interests.

The activities of these agencies are amazing in efficiency and ramifications. Convincing Uncle Sam that he should be generous is their united effort. Beyond that, each is on its own. The efforts are patriotic and praiseworthy. We merely want to know who provides the fuel for the arguments.

Flag waving has become the big business of this age of enlightenment. That statement may startle most readers until they see the figures.

Every government and every political group aspiring to be a government, has people helping mold American opinion. Some are overworked men and women in a back office, others rank as cabinet ministers with staffs which beat WORLD AGENTS flock here from every land and use every available means to enlighten us-and to persuade Uncle Sam to keep on granting special favors and concessions for their particular benefit

tain had spent \$150,000,000 to bring light the U.S. and writing insurance for their to the United States. Prices are higher today.

The United States is the happy hunting ground for the salesmen of every government-whether it be actual, theoretical or potential. They flock here like hopeful prospectors to a newly discovered gold field. Speech is free and Americans like arguments. We also can read and write and will look at pictures and listen to the radio. The audience is receptive but reasons for the free entertainment, or information, are more substantial than that.

Agents for information

AT present, 518 agents or agencies of foreign governments and political parties have been registered by our Department of Justice. Of these, 325 are active. They are only a fraction of the host who serve from conviction or principles and could not be asked to register in a democracy which has a Bill of Rights and free speech.

own country's future. Wars will end and competition among nations will return. The world future and that of all nations will depend largely on the form in which help from Uncle Sam, given without stint for the war, is continued.

Individual needs being formulated range from bundles of secondhand clothes to loans of \$6,000,000,000 and \$10,000,000,000. Our country faces decisions on such national policies as continuing lend-lease, stockpile buying, and international bank, stabilized world currencies, world-wide relief through UNRRA, a world army and other global





partnerships. Some of these projects would be the sole responsibility of the United States, some bilateral arrangements with a single country—but in all, the United States would be the largest, if not the sole, contributor. Their merits will be amply discussed in and out of Congress.

With anticipated returns of such magnitude, every government considers a sales agency, usually designated as an information service, a necessary invest-

The more experienced, skilled in propaganda, scatter their seeds of thought hoping the sower will be forgotten before the seeds which fall on fertile soil bear fruit. Under the foreign agents law, every mimeographed statement, pamphlet, magazine or picture must carry a notice stating that it is circulated by an agency of a specified government. If the agency represents a neutral government or a political party

—proving that this is a free country, for some are revolutionists working openly to overthrow governments recognized by the United States—the notice goes into detail:

- That copies have been filed with the Department of Justice;
- That the author's registration as an agent of specified foreign principals is open for public inspection, and
- That such registration should not be considered as approval of contents by the U. S. Government.

Reprints often not labeled

HERE ends the identification required by law. There is no requirement that, anyone repeating the output of a foreign agency should indicate the source of his information. In fact, most literature carries a line to the effect that:

"Any of this material may be re-

printed or published without giving credit," a discreet invitation to forget the brain child's daddy. An invitation to send more names for the agency's mailing list also is customary.

Though foreign agents often may have an urge to argue issues in the United States, I can say that, after reading a mountain of reports, unless factions at home are involved, they almost invariably confine themselves to objective reports on their homeland, its sacrifices, accomplishments and needs. That is propaganda which does not irritate us. It is propaganda at its best, persistent and unidentified, creating good will here for the country which produces it.

The propaganda agencies even wander from war. Australia, catching the fad for popular opinion polls, enlivened its staid reports to the United States on finance, military operations and official speeches with a pamphlet, "Why Men Leave Home." It diagnoses the domestic

lapse as due to such causes as: a mother-in-law, a less worthy woman, aged over 60, not a churchgoer, an "office wife."

Frederick C. Crawford, a former president of the National Association of Manufacturers, was gently spoofed by the Belgian Information Center when he returned from Europe with the impression that occupied countries were better off than expected. Its monthly booklet, "News from Belgium and the Belgian Congo" ("may reprint without permission"), followed his statement that he had flown over fields where fat horses and rubber-tired wagons were working, with a story of a man who could distinguish between two flies on a steeple 300 feet high. His deduction that Europe is not short of copper because the Ritz hotel still has copper doorknobs, recalled the tourist who was served by a redheaded waitress in Le Havre and returned to America to write that all French waitresses have red hair.

The law compels an agent or agency to register with the Department of Justice and make semiannual reports of activities, associates, money received and spent. Attorney General Biddle is required to report to Congress, from time to time, on each foreign agency's operation, including the nature, sources and content of the propaganda distributed. It is understood that the first such report is being prepared. The Foreign Agents Registration Section, with Laurence A. Knapp as chief, administers the act.

The law was effective in catching Nazi and Japanese agents, not for what they published but for not registering as agents. The Department of Justice has no control over what a foreign agent distributes. He is as free as any citizen to differ with our Government or with

individuals within the limits of libel and sedition. It could not be otherwise without suppressing free speech. All the law requires is that he register and report.

It also is like insisting on a "union card" but not a "closed shop." An agent is defined as an individual or organization paid or directed by a foreign government or party. An individual or club. which receives neither pay nor expenses but gets instructions, is an agent. But an individual or group, which carries the banner because of enthusiasm for a cause (which includes a large share of our population), is not an agent.

Louis Adamic, the most effective advocate of the Tito faction in Yugoslavia -preparing speeches and articles and even publishing a magazine-is not a registered agent, presumably because he is doing it on his own. Other countries and parties also have hosts of enthusiasts, just as active and effective as official agencies. But they are not required to register.

Diplomats are not registered

ALSO exempt are diplomats, foreign newspapermen and representatives of private foreign business or charities. Diplomats are answerable to the State Department which, from 1938 to 1942, also registered propagandists who did not sport striped pants, spats and canes. If the State Department rules that making speeches, writing articles and distributing literature, which most diplomats do, is a diplomatic function, the Justice Department stays on the sidelines.

The Soviet embassy prints and distributes a free Information Bulletin three times a week. Editing may be an added chore for all Soviet diplomats as similar bulletins are published in Spanish in Mexico City and Havana. On the other hand, the attorney and distributors of Soviet movies, photographs, books, music and advertising are registered as agents.

Another vagary of the law is its wartime enforcement. By a presidential ruling, registrations and reports by agents of allied governments are not open to public inspection. As 172 names are on the public register-and as 325 agents are known to be active-153 allied government agencies must be behind the curtain.

The secrecy surrounding foreign agencies operating in this country contrasts with our own government agencies whose operations, down to salary and personal opinions of the humblest messenger, are as public as a traffic light.

The output of these foreign agencies floods the country. Attention is centered on Congressmen, editors, correspondents, commentators and all vehicles of public opinion.

London was so gratified at the World War I results in the United States, that it opened a British Library of Information in New York in 1920, a British Press Service in 1940, and "in response to (Continued on page 69)

Shower of Handouts

IN A SINGLE WEEK, one office in Washington picked at random was favored with literature from:

*American-Swedish News Exchange, New York

*Royal Norwegian Information Service, Washington

Belgian Information Center, New York

Belgian Chamber of Commerce in the U.S., New York

*Netherlands Information Bureau, New York, Boston, Washington, San Francisco and Holland, Mich.

*Polish Government Information Center, New York

Polish Review, New York

Polish-American Congress, Chicago

*Polish Catholic Press Agency, New York

American Hungarian Observer, New York

Slavonic Monthly, New York

American Slav Congress, New York

American Serbian Cultural Association, Chicago

To-day and To-morrow, a magazine, Milford, N. J.

Union of Slovenian Parishes of America, Cleveland

United Committee of South-Slovak Americans, New York

*Czechoslovak Government Press Bureau, New York

Czechoslovak National Council of America, Chicago

American Council for Judaism, Philadelphia

Hebrew Committee of National Liberation, Washington

Mexican Ministry of Foreign Affairs, Mexico City

Korean Commission, Washington

*Korean Affairs Institute, Washington

*Chinese News Service, New York, Washington, etc.

Chinese Monthly, New York

Information Bulletin of the USSR Embassy, Washington

*British Information Service, New York, Chicago, Washington and San Francisco

British Supply Council, Washington

Canadian Wartime Information Board, Washington and New York

*India Government Information Service, Washington

New Zealand Legation, Washington

*Australian News and Information Bureau, New York

Of the 325 active propaganda agents registered, only eight are represented here. The others either sent out no information that week or-what is perhaps nearer the truth-did not have the office on their mailing lists.

^{*—}Identifies itself as a government agency or registered with the Department of Justice.

So You're Going into Business

By LOYD E. WILLISCROFT

THE MAN who would open up his own shop today needs more than a stock of goods and willingness to take a risk. First he must qualify as tax collector

WE HAVE HEARD a great deal recently about how the Government plans to help small business men after the war. The people who are setting up these programs seem to feel that all a man needs to go into business for himself is a guaranteed loan and a little advice.

Perhaps those things will help, but if the Government really wants to do a favor for the man who would like to start a little business, there are many things that would

be more helpful.

The Government could, for instance, relieve the little man of his job as tax collector and give him time to run his business—or, for that matter, time to listen to the advice the Government has prepared for him. He doesn't have much time for that today because he is so busy collecting taxes for a half dozen government agencies, filling out complicated forms and trying to avoid being fined.

Better to understand this tax collecting job let's meet John Doe. He is a man about 50 years old, a painter working in a shippard in Washington state. The dampness around the water front is causing him to have rheumatism. He must get out of the shippard if he wants

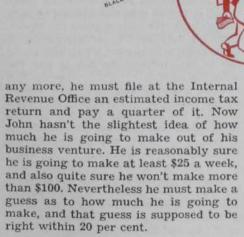
to keep healthy.

Through the years John has accumulated enough tools to put four or five men to work, and now has found a small store for rent. Out of his savings, tools, and the vacant store comes "Doe's Paint Company." Nothing very big. Just a small store in a shopping district where he can have some \$800 worth of merchandise, and a back room where he can keep his painting tools.

In the old days John could have rented the store and gone into business. As his retail sales increased, he could enlarge his store—and as his painting business grew he could put a painter on his pay roll, and then another, and another.

It isn't so simple now:

1. Since he isn't working for wages



More government, more tax

JOHN realizes that if we have government, we must have taxes, and the more government we have the more taxes we must have. He is convinced that the income tax is one of the fairest taxes ever

devised. He also knows that the Government passed the "pay-as-you-go" income tax law to simplify income tax. In the old days he would have had to make out one long form in March. Now he still must make out the long form in March—and quarterly wild guesses in addition. Since this is part of going into business John makes his guess.

2. While he is at the Internal Revenue Office he also applies for an account number so he can collect "withholding taxes" from his employees. John, like everyone else, is familiar with "withholding taxes," or so he thinks.

Now he finds that he must make out a report and turn the taxes he has collected over to the Collector of Internal Revenue every three months. He has



one month in which to do this. After this grace period he is delinquent and fined ten per cent. After another period, if he still hasn't made his report and turned over the money, he is fined another ten per cent.

At the end of the year he must give each employee a receipt showing how much he made and how much was deducted for income taxes. A copy of this receipt must be turned over to the Collector of Internal Revenue along with a report showing the total of all such receipts and the total of all such taxes John paid during the year. If these two totals do not balance-well, there is a discrepancy. What happens then depends on the deputy, or clerk, taking the report. If John looks honest he will be allowed to explain the difference and make the necessary adjustment. If not he will probably have to bring his books in so the Government can audit them.

3. Before he leaves the Internal Revenue Office, he must also apply for an account number so he can collect social security. This pay roll tax is a little different from "withholding tax," in that only one half of it is deducted from the employee's pay check. John will have to reach down into his own pocket for the other half.

All the regulations as to fines, etc., that apply to "withholding tax" apply to social security. The reports are different, though. At the end of each quarter John must fill out a form that lists each employee's name, social security number, and the amount he earned. These figures are added up and extended to another column where it is multiplied by one per cent and the answer extended to still another column. This is done twice and the two answers added together, which is the amount due if there are no fines or interest.

4. From the Internal Revenue Office he goes to the Unemployment Compensation Division and gets another account number. Here, too, he must report quarterly. The form is similar to the social security form, but he must pay this tax entirely out of his own pocket-2.7 cents tax for every dollar paid out for labor. This tax, too, provides fines and penalties for delinquency.

This tax, to give employees unemployment insurance in case they lose their jobs through no fault of their own, has a queer twist in John's case. His neighbor's daughter, who goes to business college nights, is going to work in the paint store days. Since she is a student she can't draw unemployment insurance in the event she becomes unemployed. Nevertheless, he must pay 2.7 cents tax for every dollar of wages he pays her.

5. John goes next to the Washington State Department of Labor and Industries where he gets an account number so he can pay a pay roll tax. This tax is based on the number of hours the employees work, instead of on the amount of wages they earn.

This tax along with the report is turned in monthly. On the back of it John must write each employee's name, his trade, and the number of hours he worked on each day of the month, and the total hours for the whole month. The total hours all employees work must be transferred to two places on the front and-through a series of multiplications and additions-the total tax due is found.

Once this was the only account number John would have needed. It is the only tax that gives him anything for his time. This tax provides medical and hospital benefits for any employee hurt on the job, and monthly compensation while he is unable to work. At the same time it protects John from being sued by an injured workman so long as John keeps this tax paid up and complies with the state's safety laws.

6. From the State Department of Labor and Industries he goes to the Washington State Tax Commission where he pays a dollar for the right to collect the three per cent sales tax. The resulting license, with his name, address and tax number on it, must be displayed in a prominent place so all who enter his establishment may know that he is a licensed tax collector.

When to tax and when not

THIS tax is complicated, too. When John sells a customer a can of paint or when he paints someone's bathroom, he must add three per cent to the total price for state sales tax. But, when he sells some paint to another painter, he doesn't add the three per cent. This other man has bought a license with a number on it, too. Since only the consumer pays the sales tax he must collect it from the party for whom he is using the paint. In this case, John must get the painter's number and report the sale under wholesale business.

When he goes to the wholesaler for merchandise and paint which he plans to sell or put on someone's house he pays no sales tax. He merely gives the wholesaler his number. On the other hand, if John buys a ladder or a paint brush to use in his business, he has to pay the sales tax on it.

This report along with the money owed, must be turned in every two months. He must pay the full amount of sales tax due whether he collected it or not. If he didn't collect all of it from his customers he will have to dig down in his pocket for the rest. He will have 15 days to get this report in and another ten days grace before he is delinquent and subject to a ten per cent fine. After another grace period, another ten per cent fine will be added.

If John still hasn't been able to get the money together, the Tax Commissioner will estimate the amount due and put a padlock on his door along with an announcement that the store will be sold at public auction. Even if the estimated amount of taxes due is three times as much as John actually owes, if he cannot raise the money, he has no right to court action until after the sale. Then he can bring action and recover the amount that was overestimated.

John has now been to all the taxing agencies and he is set up as a fullfledged tax collector, or business man.

All the taxes and tax forms seemed so simple the way they were explained.

The "withholding tax office" recommended that once a week, or once a month. John find out how much money he had deducted from pay checks and deposit it in the bank for the Government and get a receipt for it. In that way he wouldn't have to dig up so much money at one time.

How to handle sales tax

THE sales tax office recommended that he use a coffee can or cigar box to put all sales tax money in, so it would not get mixed up with his own. Of course, John never thought to ask how he would handle a \$300 check that included the sales tax, and that he would have to deposit in the bank. Should he tear off a corner and put it in his tomato can, withdraw from the bank the amount that was for sales tax and put it in the can. or would it be just as safe in the bank?

As John goes about his business of selling paint and painting people's homes he is going to find that it takes about eight hours a week to keep all these taxes straight and to make the reports. In fact, it is going to seem to him that one or two of these tax reports are always due, and that he just never has any rest from them.

Sometimes, when working on these taxes, he is going to feel abused. In the first place he must pay half the social security and all the unemployment compensation for the benefit of his emplovees. At the same time he is excluded by law from any benefits from either.

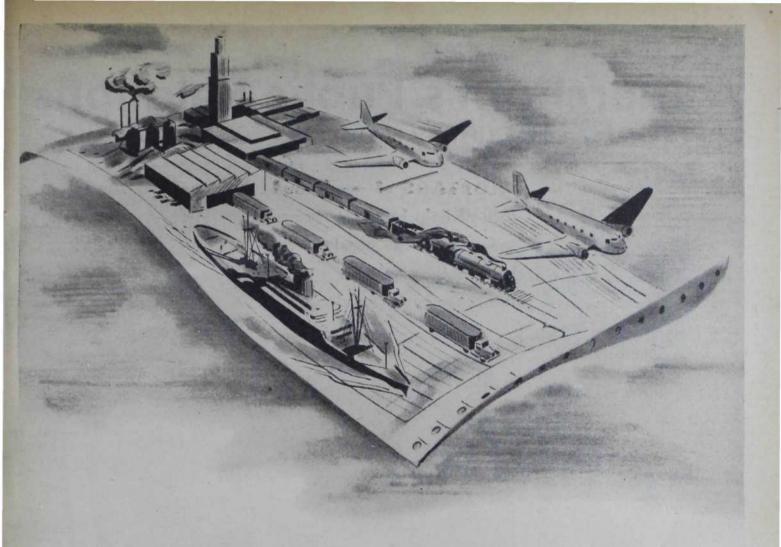
In the second place, he is forced by law to deduct social security and income tax from his employees' pay checks, and collect the sales tax for the state. He must be a part time tax collector, with full financial responsibility,

and without pay.

Some day he is going to get a letter from one of these taxing units stating that there was a mistake made on his latest report and he still owes some more tax money. Had he made a similar mistake in paying a bill to a business firm, the firm would have sent a letter explaining it, and asking John to include the amount still due with his next payment. Not so the taxing unit, even though its own employee figured the return for John. No sir! The letter from the taxing agency states that the morey is overdue, and John has been fined ten per cent plus interest and will he pay it before more penalties are added.

Perhaps that same night John will go home and listen to a radio speaker telling about America, the golden land of opportunity and how the Government plans to help small business men. It is fortunate that John has a sense of

humor.



Everything goes on PAPER

TODAY'S magic carpet of business is a sheet of paper. Everything that is produced—from raw material to finished product—rides along on countless forms and records.

Purchasing orders, receiving records, stock lists, job tickets, cost sheets, shipping forms, labels, bills of material, invoices are only a few of the many items of paper routine.

The time required to handle this avalanche of paper work represents a big part of the cost of doing business. Every dollar cut from this cost means a dollar added to profit.

A unique method of Multilith

duplicating will help you save those dollars by saving time. From ordinary pieces of blank paper, the Multilith runs the business form and variable information at the same time... produces completed records that are black on white and easy to read... eliminates the need for carbons. And these records are permanent because they are duplicated with lasting, non-fading ink.

Let a Multigraph representa-

tive show you many new ways to utilize Multigraph and Multilith duplicating to simplify office systems, lighten work, and make great savings in time and money on repetitive paper work. Phone our local office or write Research and Methods Department of Addressograph-Multigraph Corporation, Cleveland 17, Ohio. Sales agencies with service and supply departments in principal cities of the world.



A Merchant's Public Relations

By EDWARD N. ALLEN

SHORTLY AFTER World War I, many retailers were pilloried because they bought articles for 60 cents and sold them for \$1. This mark-up was alleged to be evidence of profiteering. Glancing back at those days, one wonders who really was to blame for the misunderstanding. Was it the consumer, who didn't know how many business expenses were covered by the 40 cents. or was it the retailer who failed to explain?

According to the Harvard Graduate School of Business Administration's publication, "Operating Results of Department and Specialty Stores in 1940," initial mark-ups varied from 36 to 39 per cent. Net profit or loss showings ranged from a 1.7 per cent loss, for stores in the \$150,000 a year or less group, to a profit of two per cent for stores do-

SHORTAGE of goods and lack of help have set the retailer back. His big job will be a selling job-to regain the consumer's confidence

things temporarily. Mark-downs have practically disappeared because, under conditions of scarcity, the consumer is less choosy. Turnover has been accelerated. Selling expenses have declined.

These conditions, however, are not peculiar to retailing. Retailers as a whole know that, in the not too distant future, supply will catch up with demand, and operating expenses will resume their former proportions. Some merchants have begun to wonder whether the public will understand that wartime profits, so drastically reduced





Protecting tomorrow's harvests from destruction

Here is an actual battle scene in the never-ending war against an enemy more merciless, insatiable and destructive than the Nazi or Jap! The enemy? Insects and fungus diseases, constantly attacking food crops all over the nation. Vital fighting

equipment in helping to keep these pests under control are Bean Sprayers, embodying the famed Bean High Pressure Pump. Over 60 years' experience in building pest control equipment has been an important factor in establishing Food Machinery Corporation's enviable reputation for designing, engineering and manufacturing resourcefulness.

TYPICAL FMC PRODUCTS



rmc "water Buffalo" amphibious tanks. 7 of FMC's 14 major factories make "Water Buffalos" or sub-assemblies.



FLAVORSEAL PROTECTIVE PROCESS...a porous film to keep fruits and vegetables fresh longer and reduce spoilage.



INSECTICIOES AND FUNGI-CIDES . . . Niagara dusts, sprays, & spraying equipment for combatting crop insects and diseases.

FOOD MACHINERY CORPORATION

EXECUTIVE OFFICES: SAN JOSE, CALIFORNIA



MANUFACTURING DIVISIONS:

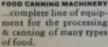
ANDERSON-BARNGROVER AND BEAN-CUTLER DIVISIONS, SAN JOSE, CALIF.
SPRAGUE-SELLS DIVISION, HOOPESTON, ILLINOIS

PEERLESS PUMP DIVISION, LOS ANGELES & FRESNO, CALIF.; CANTON, OHIO NIAGARA SPRAYER & CHEMICAL COMPANY, INC., MIDDLEPORT, NEW YORK JOHN BEAN MFG. CO. DIVISION, LANSING, MICHIGAN

FOOD MACHINERY CORPORATION

RIVERSIDE, CALIF.; DUNEDIN & LAKELAND, FLORIDA; HARLINGEN, TEXAS







PEERLESS PUMPS... are used wherever water is pumped. For municipal, agricultural & industrial



CONTINUOUS STERILIZING LINE... (Anderson-Barngrover) processing more than 70% of the nation's evaporated milk.

BUT BONDS TO HELP WIN THE WAR . . . TO PREVENT DICTATORSHIP FROM INVADING OUR SHORES . . . TO KEEP SAFE OUR CONSTITUTIONAL FORM OF COVERNMENT AND OUR BILL OF RICHTS INTACT

by federal taxes, are bound to cease and that retailing once more will become an industry that ekes out a modest profit on a vast volume of business.

Some of us, too, have been giving considerable thought to ways of showing the public that our 30-odd per cent markup does not represent the difference between what an article costs and what it is sold for.

We would like very much for Mrs. Customer to know that the mark-up percentage represents the bills we pay for light and heat, delivery and service, insurance and wages. It covers our mark-downs and discounts to employees, stock shortages, freight, express and truckage charges. In 1940, last nearly normal retailing year, pay rolls absorbed approximately half of

our mark-ups, and nobody needs to be told that wages haven't decreased since

In 1940, rent or occupancy costs took about four per cent of mark-up. Taxes, interest, supplies, advertising, losses from bad debts, repairs and other items also ate into mark-up figures.

Out of wartime earnings retailers have contributed many millions of dollars of advertising space to the support of various war effort campaigns. One large Pacific Coast store, in about a year and a half, has spent more than \$500,000 on advertising dealing exclusively with the war effort.

In that period it has practically abstained from promoting its own merchandise.

It was the retailers, too, who early

recognized what unchecked inflation would mean. Long before OPA was established, we appointed a body to represent our views on price control to Washington. We advocated even more stringent measures than were eventually adopted.

This record of ours is a matter of history but we retailers are realists. We know that consumers have been annoved by shortages of merchandise or lapse of courtesy. We know that the disappearance of lower-priced goods from the market easily can mislead the consumer into thinking that retailers are making a concerted effort to sell only higher-priced goods. We know, in short, we have a job on our hands to convince the consumer that, throughout the wartime emergency, we have tried unceasingly to supply her needs as efficiently as we could and, at the same time, to put our collective shoulder to the wheel that moved us nearer to victory and peace.

Better service to public

DISCUSSION of how we are to do that job leads logically to consideration of public relations.

In a fundamental sense, better public relations depend on better public service.

At Sage-Allen & Co., Hartford, Conn., a store with which I am particularly familiar, we have made it possible for residents to pay their gas, light and telephone bills across our cashier's counter. Every month, some 25,000 to



part in writing and producing your radio advertising



In one eight-hour day, Sage-Allen & Co., Hartford, Conn., department store, sold more than \$500,000 worth of War Bonds

This store devotes space on its trucks to advertising War Bonds

DO YOUR

30,000 residents avail themselves of the convenience.

Other stores in other sections provide a similar service. It is natural for a customer to think kindly of the store that thinks of her convenience. Some larger stores have constructed auditoriums where shows or entertainments can be presented, where local organizations can meet, and where other communal activities can be accommodated.

There are the more obvious public services that build better public relations. Less conspicuous, but just as vital are the growing numbers of training classes for salespeople. A store is judged by its salespeople as much as by

The real test of Printing Paper

It may pass the paper mill standards for physical qualities: brightness, fold, opacity, moisture and strength. It may pass the paper mill tests for printability and readability. But a printing paper fails if it cannot survive the supreme test . . . customer satisfaction.

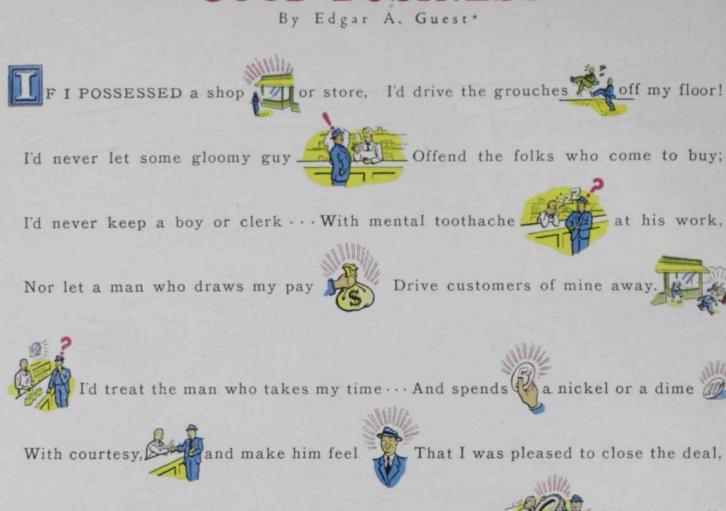
It is on this premise that Kimberly-Clark instituted its Customer-Acceptance Laboratories.

Here a group of practical men, with the customer viewpoint, subject Levelcoat Papers to rigorous inspection . . . to tests entirely independent of those performed at the point of production. A comparison is made with the standards achieved in Kimberly-Clark Papers in the past weeks, months and years. And with a most critical consumer eye, a comparison is made with all competitive papers.

Thus, by obtaining a continuous, impartial appraisal of Levelcoat Papers . . . and by acting on the recommendations of the Customer-Acceptance Laboratories, Kimberly-Clark maintains its steadfast policy of producing the highest quality printing papers.



GOOD BUSINESS



Because tomorrow, who can tell? He may want stuff

And in that case, then glad he'll be



To spend his dollars all with me.

The reason people pass one door ... To patronize another store,

Is not because the busier place . . . Has better silks, or gloves, or lace

Or special prices, but it lies . . . In pleasant words and smiling eyes;

The only difference, I believe, Is in the treatment folks receive!

The obove is published as a paid advertisement in the interest of promoting better customer relations in all fields of business endeavor. Reprints may be obtained from any General Mators dealer representing CHEVROLET, PONTIAC, BUICK, OLDSMOBILE, CADILLAC, OMC TRUCK, FRIOIDAINE GENERAL MOTORS, DETROIT 2, MICH.

"From the book" Today and Towarow" by Edger A. Guest, compright 1942 by The Reilly & Lee Company, Chicago, Illinois.

its merchandise. The salesperson who is courteous, interested and efficient is an invaluable asset to any store.

Retail stores in many localities frankly have been handicapped during the wartime period in regard to personnel. Hemmed in by price ceilings and restricted by War Labor Board wage limits, they have been unable to compete successfully with war industries for the most intelligent and competent

As a result, too many salespeople cannot meet the normal standards of well operated stores. There are notable and fortunate exceptions, but it is betraying no confidence to admit that retailers generally are apologetic about the kind of service and treatment their customers may receive.

The customers happily have been forebearing and understanding. Many have had comparable problems of their own. But when manpower shortages are over, we shall neither expect nor seek indulgence. As merchants, we are keenly aware that opinions about a store are formed at the point of sale, and on that point, our attention must be focussed.

Salespeople trained to help

SALES training programs, already well past the planning stage, will not only weed out the inept and disinterested, but will also give salespeople a thorough grounding in the facts about the merchandise they sell. They will learn about the new synthetics and the new products everything the customer needs to know to buy with complete satisfaction. They will be trained to impart their knowledge in such a way that the customer will be able easily to understand it.

Sound selling is vital to good public relations. The oversold customer is a liability, just as is the customer who buys under a misapprehension or the customer who buys under pressure.

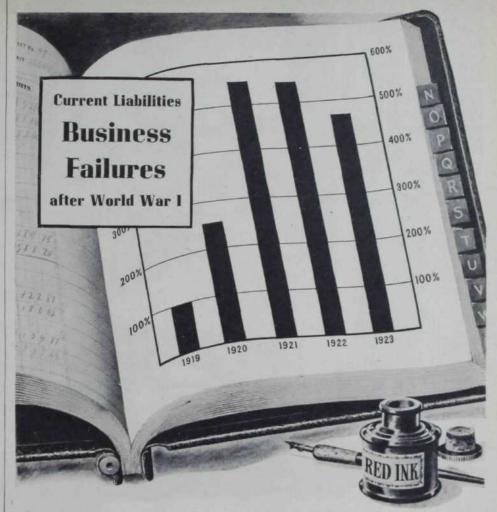
Recently at our store, we gave up our main selling floor for a day to the exclusive sale of War Bonds. (Incidentally, we sold more than \$500,000 of bonds that day.) To stimulate interest among our people we gave each a name card that bore the appeal, "Please buy a bond from me."

We found that customers like the idea of addressing salespeople by name. Salespeople, too, responded to the personal touch. Possibly in the near future, we will witness more of this sort of personalized relationship between customers and salesperson.

For a long while, progressive merchants have taken an absorbing interest in what is loosely known as the consumer movement. They have welcomed consumer education for the simple reason that anything that makes the consumer a more satisfied customer makes her a more loyal customer.

Informative labeling, it is conceded, can guide the shopper to the article that best suits her need, but many articles do not lend themselves to informative labeling. Their selection is not based on the fastness of the dyes used in them or

Do you face RED INK if history repeats?



Failures Multiplied after World War I. In just two years . . . from the 1919 level . . . current liabilities involved in commercial and industrial failures jumped 454%.

Will History Repeat? No one knows. Even now ... upsets caused by unforeseen developments after goods are shipped may leave customers frozen . . . or worse. That's why manufacturers and wholesalers in over 150 lines of business now carry American Credit Insurance . . . and why you need it too.

American Credit Insurance GUARANTEES PAYMENT of your accounts receivable for goods shipped . . . pays you when your customers can't. Don't face the uncertain future unprotected. Write now for more information to: American Credit Indemnity Company of New York, Dept. 41, First National Bank Bldg., Baltimore 2, Md.



g. J. M. Fadden

American **Credit Insurance**

Pays You When Your Customers Can't



IT TAKES PRECISION TO MAKE HISTORY

IT TAKES PRECISION to make history. And it takes infinite skill to build the precision tools that are making history today in the mass production of trucks, automobiles, ships, aircraft, tractors—and the many products of American industry. Detroit Tap & Tool Co. is proud of its precision craftsmanship, for its Taps, Hobs, Gages, and Special Threading Tools of unerring, split-hair accuracy help speed production and cut costs.

This same fine quality of workmanship will help make better products on tomorrow's assembly lines for better living and faster transportation. The precision skill of Detroit Tap & Tool Co. is at the service of manufacturers designing better living for tomorrow's postwar world.

BRING TOMORROW'S GAGING AND THREADING PROBLEMS TO US TODAY

Write for your copy of the free booklet, "Threads of Destiny," using your company letterhead. This complete study traces the development of the machine screw thread through the centuries.





8432 BUTLER AVENUE . DETROIT 11, MICHIGAN



the fineness of weave or imperviousness to shrinking. In the last analysis their selection is based on the customer's confidence in the store that offers them for sale.

It is a rare and unwise store that does not prize this confidence far above any sale it might make by exploiting that confidence. One might almost measure the quality of a store's public relations by the acceptance it enjoys in its community. Its acceptance is never fortuitous. It is founded primarily on the customer's experience with the store.

Good public relations in retailing mean close and cordial relations with the suppliers. This prerequisite is a matter of common assent. Just a few weeks ago, a large Chicago mail order house announced a new service to manufacturers. It will undertake to give counsel to any manufacturer who wishes to make his operation more efficient or to coordinate his production more closely with tested consumer demand.

Even more recently, one of the nation's leading food chains announced a new policy of according smaller food producers and processors the same marketing opportunities that the larger firms with established nationally distributed brands enjoy. These are but two manifestations of the retailer's desire to foster better vendor relations by performing his own function more efficiently.

Anticipating public wants

CURRENTLY, retailers are working closely with manufacturing sources in market research projects aimed at ascertaining with all possible accuracy what goods the public wants and what prices the public wishes to pay for them.

This kind of public relations work will pay off when we return to supplying peacetime needs. The customer who finds in her local stores the articles she wants, as she wants them, at the prices she wishes to pay, will more than repay by her loyal patronage the manufacturers and stores that took the trouble to anticipate her demands.

The war has produced a good deal of industrial plant advertising. At first, plants engaged in institutional advertising to attract workers. They subsequently discovered that plant advertising did more than that, it gave the community a pride in the plant, and this pride reflected prestige on the workers employed by the plant. One logical result was that it brought to the employment offices of such plants a better type of worker.

Retailing can well afford to adopt similar programs. The town that takes pride in a store, supports that store with its patronage. The people who staff the store feel a like pride and express it. They radiate it to the customers, and the customers respond in kind.

Without the right kind of employee relations, as I have tried to intimate, a store cannot hope to foster the right kind of public relations. For the moment, we are somewhat handicapped on

"NOW WE'RE GETTING STILL MORE FROM OUR BURROUGHS MACHINES"

the flexibility of Burroughs machines an extremely important advantage. And Burroughs systems and installations men are giving them important help with their problems, thanks to the farsighted policies of the Burroughs organization. These Burroughs men have had years of intensive training in machine accounting, and broad, diversified experience with all types of business enterprise. They have been working continuously with officers in the armed services, government officials and business executives-helping them make the fullest use of the equipment they now have . . . helping them adapt their machines to changing conditions.

Burroughs
IN MACHINES
IN COUNSEL
IN SERVICE

Burroughs service men continue to provide the highest type of mechanical service—dependable in war just as before— to help keep Burroughs machines throughout the nation at top operating performance. The reference files of up-to-date machine accounting information maintained in all Burroughs offices are another service playing an important part in helping users get fullest use from their present Burroughs machines. For help in meeting year problems, call your local Burroughs office, or write Burroughs Adding Machine Company, Detroit 32, Michigan.

Businessmen, coping with changing accounting conditions and an increasing volume of work, are finding



What shielding is -and why it is needed

The surrounding air is filled with radiating electrical impulses. Waves emanate not only from radio stations, but from the ignition systems of passing cars or almost any other type of electrical apparatus. When picked up by radio or television sets, they result in static and distorted reception.

In order to eliminate such interference, the source of these impulses must be shielded by a metal casing which acts as a means of carrying electrical interference off to the ground. The development of this shielding has made possible the interference-free communication between

ground and aircraft, and between ship and shore, which has been of such importance in modern warfare.

Breeze has pioneered the engineering and manufacture of Radio Ignition Shielding and possesses the background of experience in the field to solve the specialized problems which each installation presents. Manufacturers or users of electrical apparatus may have shielding problems today which will become even more pressing in the electronic age of tomorrow. For a complete analysis and recommendation, call in a Breeze Shielding Engineer.

Breeze BREEZE

CORPORATIONS, INC.

Newark, New Jersey

the score of wages of non-executive retail people, but perhaps we have not stressed as fully as we might the boundless opportunities that exist in retailing.

Almost without exception, today's retail executives were yesterday's stock clerks and salespeople. In few businesses is ability so quickly recognized as in retailing and so well rewarded.

Benjamin H. Namm, president of the Brooklyn store that bears his name, and incidentally my successor in the office of president of the National Retail Dry Goods Association, in a talk before the Chamber of Commerce and Board of Trade of Philadelphia, recalled an utterance of Abraham Lincoln that has special application to the subject at hand. Lincoln, in his first speech in the Lincoln-Douglas debates, said:

"Public sentiment is everything. With public sentiment, nothing can fail; without it nothing can succeed. Consequently, he who moulds public sentiment goes deeper than he who enacts statutes or pronounces decisions."

Treating public sentiment

APPLYING Lincoln's remark to retailing, Mr. Namm pointed out that public relations is merely helping to create the right kind of public sentiment. He reminded Philadelphia merchants that a store is not just a place where goods are bought and sold to the public. It is also a part of the lives and hopes of a great number of people, of those who serve it, of those who patronize it and of those who regard it as an integral part of the community they love and wish to foster.

Mr. Namm also pointed out that the retailer is one of the largest employers of labor, one of the largest taxpayers, invariably the largest advertiser. It is natural, therefore, to find that he has the potential force to become the rallying point for most of the civic development in his community.

Upon the nearly 2,000,000 retailers in the U. S. depends to a large extent the postwar economy of this country. Everyone agrees that tomorrow's job is a selling job. But the first sale that must be made is to sell the customer on the proposition that a community can be no greater than the stores it supports.

That is the job of public relations. It is a job of vast proportions, and a job made complicated by the exigencies of wartime conditions. It is a job that cannot be done unless retailing becomes truly articulate.

Without this concord, we will not realize the unity essential to recognition. In the press, on the radio, and across television screens, retailing has a message to deliver, not as stores—big or small, chain or independent—but as an industry, a great industry.

If we fulfill our obligation in this respect, we will go on to the greatness that can and must be our destiny. By setting proper public relations above private interests, we shall best serve those interests as well as the interests of our suppliers, our workers, our customers, our community and our nation.



A tree grows in the Southland, too...

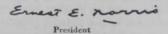
It's a Southern pine tree, familiar to everyone who has ever visited the South. It's the miracle tree that southern craftsmanship will convert into good furniture.

From its pulp the magic of modern chemistry will draw important ingredients of modern plastics.

From it will come paper, plywood, fertilizers, alcohol and a host of other products.

Pine trees grow quickly and plentifully in the South. Industry and agriculture do, too. Because climate, people and natural resources ... plus the efficient, dependable transportation service of the Southern Railway System ... all favor sound, rapid growth.

Your business, too, will grow rapidly and soundly if you . . . Look ahead - Look South.





SOUTHERN RAILWAY SYSTEM

The Southern Serves the South

G. I. Joe Does A Selling Job

By FRED B. BARTON

N VARIOUS "heathen" countries, now part of world battlegrounds, an American soldier or flyer occasionally finds himself lost in a jungle and the possible prey of head-hunters. Very often his life is saved because some little known missionary had convinced these apparent savages that the man of white skin can be trusted.

These missionaries did a lot of "selling" for America. We're just beginning to appreciate their contribution to world understanding.



Missionaries have convinced the savages that white men are O.K.

Now, not just a few Americans here and there, but hundreds of thousands of them are carrying American ideas and products around the world; and their stay in foreign parts is not the overnight flitting of a tourist but a long and intimate living, close to the native peoples.

Never before has such a broad social movement taken place. How will it affect the future of American business both at home and abroad? In my 18 months overseas I did some thinking about the answers.

Let's consider food first. Our 2,000,000 traveling salesmen are having a big influence in that field. Heretofore all foreign pioneering has been largely done by the British and no British gentleman ever inquires into the management of a kitchen. He prefers not to know how his food is prepared. Americans are different. Our Army doctors dynamited, so to speak, several world-famous hostelries with ultimatums that they clean up or be placed out of bounds.

Even so, while I was paying an all-inclusive charge of 11 rupees a day for room and meals at one hotel with a world reputation, I taxied downtown to buy my meals at the American enlisted

men's club where the dishes and utensils were Yankee-clean.

From this experience I doubt if the returning soldiers will bring home many new eating habits. They may have sampled chutney sauce in its native India, Australian catchup and British marmalade, but they will still prefer our own reliables.

They drink tea if they have to (often the water is not safe unless it is boiled) and warm beer in the British fashion. They would prefer coffee or an ice cream soda, and they spend from \$35 to \$75 for U. S. whisky in preference to whatever the native stimulant may be.

Neither are they likely to come home with a desire for the intrusive kind of service which seems inevitable in countries like India. There your bearer (a personal servant who acts as valet, errand boy and ambassador, and who will steal anything you cannot keep your eye on) will gather up your clothes as you step into a shower, and hand them-or fresh ones-to you as you step out. He will, unless you prevent him, pull on your socks for you. It is too much service for a people who like privacy-and that, by the way, is a distinctly Ameri-



From ox-cart to driver's seat is too sudden a change for some



OUR service men are not only fighting a war, they are also spreading American habits and creating new markets for us

> can characteristic. No other nation has our love for privacy-or the means to provide it. Probably other nations will not soon-follow that trait but there are other things to imitate.

Chinese learn to use forks

I CAN show you Chinese house boys who eat their boiled rice and green peppers with forks, Emily Post style. They use our showers gladly. They brush their teeth with American tooth brushes. At various U.S. air bases around India I have seen Hindu workmen drink G.I. ice water. I even know British officers who have learned to drink our chilled beer.

The world is also learning to like American soft drinks, soaps, paper handkerchiefs-no other nation had ever heard of them.

We are exporting our radio programs, too-and don't think they're not important-and building up new customers for our films. At an air base in Egypt, which used the services of Italian prissoners-of-war for mess boys, the POW's came early to the cinema.

But, while our soldiers as ambassadors of our way of life are creating new mar-

kets, they are also creating new factories and new skills that may eventually become their competition. Sometimes you feel that the natives learn American ways too easily. You see them step from ox-cart to the driver's seat of a jeep with terrifying unconcern. Life is cheap, accidents are amusing, the jeep travels naturally in a straight line so why bother to avoid whatever is in

Our Army's good will policy has been to employ native workmen: automobile mechanics in Egypt and North Africa, welders and repairmen in India and China, to supplement our own manpower overseas. The net result of the war has been to train up countless thousands who can repair and service and duplicate our U. S. goods. When peace comes, our factories at home will face the competition of new plants, lavishly built by Uncle Sam.

What effect this competition may have, no one knows. It may be much. It can be little because, although they learn to operate them, the natives seldom learn to respect and care for their tools or machines. I have seen native workmen walk all over electric cables and pneumatic hoses. Why bother to be careful? If a part breaks, Uncle Sam will fix it.

We help teach waste

PERHAPS that is partly our fault because, while Americans are not a destructive race, we are dog-gone carefree. A native sees little difference between walking on a rubber hose and leaving the faucet running—as many of us do—while we lather up and shave.

Moreover, the American's habit of wanting what he wants pretty quick is developing a new spirit of lawlessness, best exemplified today by the black market. For instance, a couple of out-oftown Army officers came into New Delhi while I was there. They wanted some uniforms dry cleaned.

I told them they might not get them back in time to catch their plane. They shrugged that off.

"There's always a way," said the major smilingly. "An extra rupee. Five rupees perhaps."

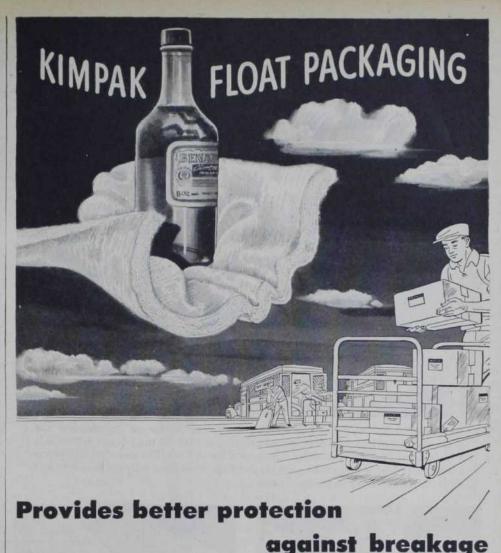
Natural enough and no harm done, perhaps, but the natives copy our bad habits as well as our good. You have only to see a Cairo newsboy blow smoke rings with a cigaret borrowed from some G.I. to wonder if they don't copy the bad ones first.

Moreover, American ways are making many of the natives dissatisfied with hand methods.

Along the Ledo road—now the Stilwell Road, in China, but still the Ledo Road to G.I.'s in Burma—natives with shovels would stand and watch a giant bulldozer do in a minute the work of 100 men. Why make an effort to do with a spade what a machine can do easily with a push of its steel paw?

Whether that will mean a market for American machinery after the war is hard to tell. There are many obstacles. One is that other countries are smart, too. A friend of mine who edits a camp newspaper in India took me through a Hindu print shop. The bulk of the machinery was not British or ours but German. In a Chinese shipyard I saw some American electric welding equipment. But other countries were represented also.

I'm hoping that, on the whole, the effects of having our millions of fighting men overseas will be beneficial. At least, the results will be stupendous. It will be a more lively world when their work is done. A world pretty much "made-in-America."



Cuddled in a cloud-soft cushion of KIMPAK*, bottles of liquid escape many dangers of breakage in transit. Today, KIMPAK is busy protecting a veritable host of wartime products, from delicate medical ampoules and precision instruments to huge aircraft spare parts. After victory, this versatile, resilient creped wadding will receive its honorable discharge. And then it will be ready to go to work for you on civilian products.

As flexible and easy to use as a piece of wrapping paper, KIMPAK makes possible assembly-line speed in packaging ...saves time and work in the shipping room. Often cuts freight costs by reducing package size and weight.

For mailing of liquids in glass containers, the type of KIMPAK shown above fully meets parcel post regula-

tions because it quickly absorbs over 16 times its own weight in moisture. And there are 11 other standard types of KIMPAK to meet your particular postwar needs.

For a free illustrated booklet on Better Packaging, mail a postcard to Kimberly-Clark Corporation, Creped Wadding Division, Neenah, Wis.

FREE POSTWAR PACKAGING PLAN

In making plans for your postwar product the advice of our packaging representative is yours for the asking. In most cases, he will be able to recommend a war-proved method of float packaging with KIMPAK.

Telephone, write or wire today for the KIMPAK representative.





2-Ton Air Express Shipments Avert Lay-off of 600 men



SIX HUNDRED hard-to-get skilled workers are assembled for an experimental war production job. The supplier of special fasteners needed for the job can deliver only a limited number at a time. Does this mean a lay-off? No. The manufacturer orders a steady day-by-day flow of the units via Air Express to meet daily requirements and until there's a backlog in the warehouse.



COST is insignificant compared with results achieved (\$800 Air Express charges for thirty different shipments totaling two tons). Over 600 men are kept steadily at work - to say nothing of avoiding other losses when a war plant shuts down.



SHIPMENTS, large and small, are often delivered same day as ordered from points 500 to 1,500 miles away. When time means money, Air Express saves both. Every business can use this fastest delivery with economy.

Specify Air Express — Low Cost for High Speed

25 lbs., for instance, travels more than 500 miles for \$4.38, more than 1,000 miles for \$8.75, more than 2,000 miles for \$17.50, at a speed of three miles a minute — with cost including special pick-up and delivery in all U. S. cities and principal towns, Sameday delivery between many airport towns and cities. Rapid air-rail service to 23,000 off-airline points in the United States. Direct service to scores of foreign countries.



Write Today for "Quizzical Quizz," a book-let packed with facts that will help you solve many a shipping problem. Railway Express Agency, Air Express Division, 230 Park Avenue, New York 17. Or ask for it at any Airling or Express office. at any Airline or Express office.

Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION Representing the AIRLINES of the United States

The Administration Moves to Center

(Continued from page 22) perience did not sour him on business and eventually he paid off all his indebtedness in connection with the store.

The President has always been forthright in stating his friendly attitude toward all properly conducted business. During his campaign last fall, while other Democratic candidates were walloping business mightily, he had some good words for it. Particularly in a speech in Detroit he dealt with the profit motive. He said frankly that he thought human rights came first and then profits, but the interesting part of his remarks was that he injected profits into the picture.

"I believe in business, small business especially and big business, too, when it is conducted fairly and in the public

interest," he told me.

"Just now I am particularly con-cerned about the welfare of small business in the United States. In the national interest, I should rather see a thousand successful small businesses than one large enterprise of the same kind with a combined capital equal to that of the thousand small ventures.

"There is no question that large enterprises merit prominent places in our national picture, but I am opposed to permitting enormous industries to stifle individual effort and ingenuity by such tactics as the suppression of useful inventions. That should not be permitted."

Believes in honest effort

MUCH as the President desires to protect the ambitious individual, he does not see eye to eye with those who would make every citizen a ward of the Government. Always a worker himself, he believes in honest effort by those who are physically able.

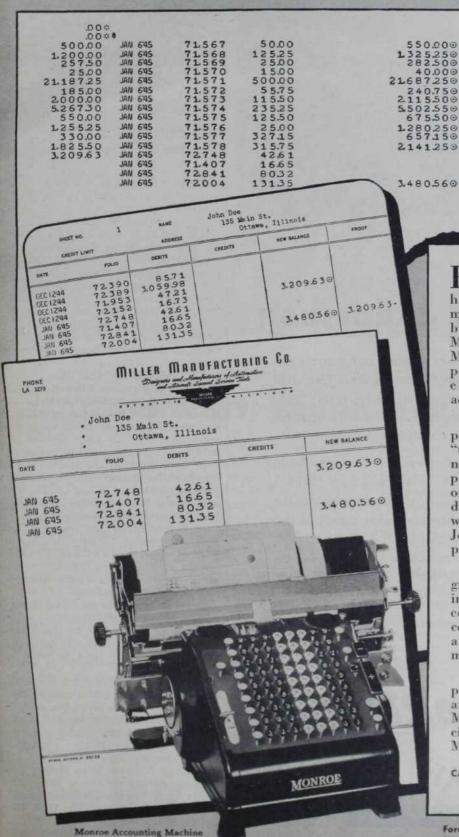
He smiled wryly over his experience when he was responsible for the conduct of the Jackson County, Mo., poor farm. Various permanent dependents used to run a poker game there every day.

Unquestionably the new President has made an instant appeal to the average man who feels instinctively that he is just a regular fellow who has come up the hard way and has a head full of common sense; to the friends of world peace who know how earnestly he has worked and is working for that cause; to military and naval leaders and millions of ordinary people deeply concerned with winning the war who think he will do everything in his power to achieve victory quickly; to harassed business men and taxpayers generally; to a Congress that believes its rights and privileges as guaranteed by the Constitution will be restored shortly, and, finally-

To countless thousands of real Ameri-

MONROE

Speeds Accounts Receivable Posting



209-485-191

FOR more than thirty years, Monroe Calculating Machines have maintained leadership. The mechanical excellence responsible for this record is built into Monroe Accounting and Listing Machines. Their modern design permits new methods and new economies in mechanical accounting.

500.00-

1200.00-

25.00-

185.00-2000.00-5.267.30-550.00-

125525-

1825.50-

3.209.63-

50.00

125.25* 25.00* 15.00* 500.00*

55.75* 115.50* 235.25* 125.50*

32715

315.75%

270.93*

For example, posting and proving of Accounts Receivable "the Monroe Way" establishes a new standard of speed and simplicity. Statements are completed on time because they are produced and proved simultaneously with customer's Ledger and the Journal, eliminating month-end peak loads.

With a simple turn of the program bar, this same Monroe is instantly ready for Payroll Accounting, Stock Records, Accounts Payable, etc., and it is always available as an adding machine.

Let a nearby representative explain Monroe advantages. Sales and service available through Monroe-owned offices in all principal cities. Monroe Calculating Machine Co., Inc., Orange, N. J.

CALCULATING . LISTING . ACCOUNTING MACHINES

Forms reproduced through courtesy of Miller Manufacturing Company of Detroit, Michigan.



IT'S Spring IN SOUTH CAROLINA!

Azaleas are blooming; the fragrance of jasmine and wisteria fills the air; flaming redbud and the white of the dogwood give vivid contrast in woodland color. A plowman calls to his team; "bobwhite" whistles to his mate in the meadow. All life is a-stir. There is hope in the air. It's spring in South Carolina.

Nor is this renaissance confined to the realm of nature. South Carolina is at the beginning of a new development age. With a record of important agricultural production extending back to the Seventeenth Century, the Palmetto State in recent years has also made impressive growth along industrial lines. Rich farm lands, diversified crops, a wealth of natural resources, a friendly progressive people — all hold bright promise for the future of the state.

In industry, agriculture and commerce the "State of Opportunity" affords fertile soil for your sowing ... Now is the time.

It's spring in South Carolina!





Indian Names ...

THIN FAT BOY pops up later as Fat Thin Child, much to the amusement of everyone except the tax collector

WHAT'S in a name? Just a headache or two for the payroll department of the Union Pacific Railroad, which employs between 200 and 300 Indians on its western divisions, mostly as track laborers. They are as casual about their names as they are about working, given as they are to disappearing—after a grubstake has been accumulated—only to turn up later, frequently under a new name, but with little else.

Thus Fur Hat Boy, when he returns to work after a good rest, may give his name to the section boss as Straw Hat Boy.

The railroad can take this in stride. The difficulty comes when the Indian's name is sent to the Railroad Retirement Board at Chicago. Indians, railroad men say, are as careless about their social security cards as they are of their names. Yet a continuous record must be kept to guarantee the worker's social security and unemployment benefits.

Illustrative is the case of the Indian who came back to work as Crippled Boy. He said he'd worked for the railroad before under the name of Lame Man. His social security number was finally traced, issued to Man Who Walks Funny. Adding to the difficulty was another Indian, Henry Lame Man, who also worked for the road.

Another complication is the filing of names. Charles Many Goats may return to work after a layoff as Chief Manygoats. The first time he was listed under Goats. The second time he was listed under Manygoats.

Many of the names are such as to defy classification under orderly procedure. Typical ones from the railroad's files include Gold Tooth No. 1, Gold Tooth Undie, Many Mules Grandson, Unca Sam, Little Mother of the Red House, Coming This Way, Sally Little Moustache, Theresa Born With a Tooth, Tommy Struck With a Gun, Sheep Man's Girl, Naswood Musket, Jack C. Crazy Boy, Riley Sixkiller, Carl Stonecipher, Black Sheep Yazzie.

-RALPH SMITH



Again, the words of Horace Greeley ring true:

GO WEST, YOUNG MAN, GO WEST!

• Not even in the promising days of Horace Greeley did the West have as much to offer young men, young industry and old industry imbued with the spirit of youth. For make no mistake, the West of today is not the West of yesterday. It still is, and always will be, an empire of vast agricultural and mineral resources and production. But it is acquiring a new role—that of an industrial empire.

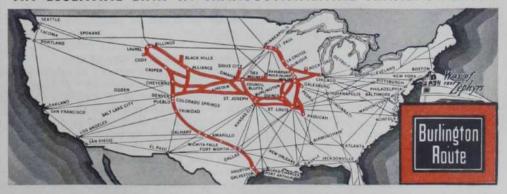
During the past few wartime years, scores of industries have

built, equipped or manned new plants throughout the West. Like the early settlers of Horace Greeley's days, they have liked what the West has to offer—its vast natural resources, its accessibility, its transportation, its friendliness, the alert spirit of its towns and cities, the eagerness of its people to work and go places. These are the things which have wrought industrial miracles in the West during crucial war time. They will stand industry in equally good stead in the peaceful years ahead. That is why the West offers a real op-

portunity to expanding industry in the postwar period.

Transportation has played a vital part in every stage of the West's dramatic development. In helping to provide that transportation, the Burlington has worked and grown with the West for more than ninety years. Moreover, to its Industrial Department has gone the important full-time job of stimulating Western industrial activity. We look forward, with eagerness, to a future of vastly more hand-in-hand work and growth.

AN ESSENTIAL LINK IN TRANSCONTINENTAL TRANSPORTATION



BURLINGTON LINES

Everywhere West



Dealers in Deception

By PAUL GREEN and WALTER GIBSON

A BUSINESS founded on deception, with about 20,000 regular customers and untold thousands of irregulars, accounts for upwards of \$8,000,000 in business annually. It is estimated that there are a million magic fans in the U.S., most of them newcomers since the war. Magical equipment—everything from half-dollar shells to immense cabinets in which menageries

disappear—is good for at least \$5,000,000. Manufacturers and distributors are hard-pressed to keep up with current demands. Allied fields of trade magazines, magic comics, books on magic, schools of legerdemain and mind reading, and theatrical presentations absorb about \$3,000,000 more.

Interest in magic goes in cycles. During the last war, the upsurge began, partly because of the fame of Houdini and Thurston, and of some magicians who entertained in the front lines. Today's popular performer, Gardini, president of the Magicians' Guild, learned his act while entertaining the A. E. F. in France, wearing G. I. khaki gloves.

In the exciting era following the war, everything exotic and fantastic experienced a boom, particularly the more esoteric phases of magic, such as mind reading. Gradually, the public tired of the craze and settled back to normalcy. At the beginning of this war, practice of magic was confined largely to supper clubs, occasional stage shows and conventions.

History has repeated itself in the

MAGICIANS enjoy pulling rabbits out of hats for service men. The men like this hocus-pocus and go in for tricks themselves. So the peacetime slump in legerdemain has done a vanishing act

magic world. The U.S.O. also has had a lot to do with magic's increased popularity, because it includes magicians in many of its entertainment units—by popular demand. At least 85 sleight-of-hand artists are on U.S.O.'s regular rolls. Service men overseas appreciate the little hocus-pocus that takes the sharp edge of the war off their minds, almost as much as glamour girls and comedians.

Service men home on furloughs, or sailors in port, are going to magic shops in increasing numbers. It is estimated that one out of five customers in coastal city magic stores is in uniform, with sailors predominating.

Sailors have long periods on shipboard, have time to practice, and need whatever kind of home-made entertainment they can devise. Card tricks, rope cutting and restoring, and other simple illusions are in great favor in close quarters, and many large vessels and camps have equipment for full one-hour shows.

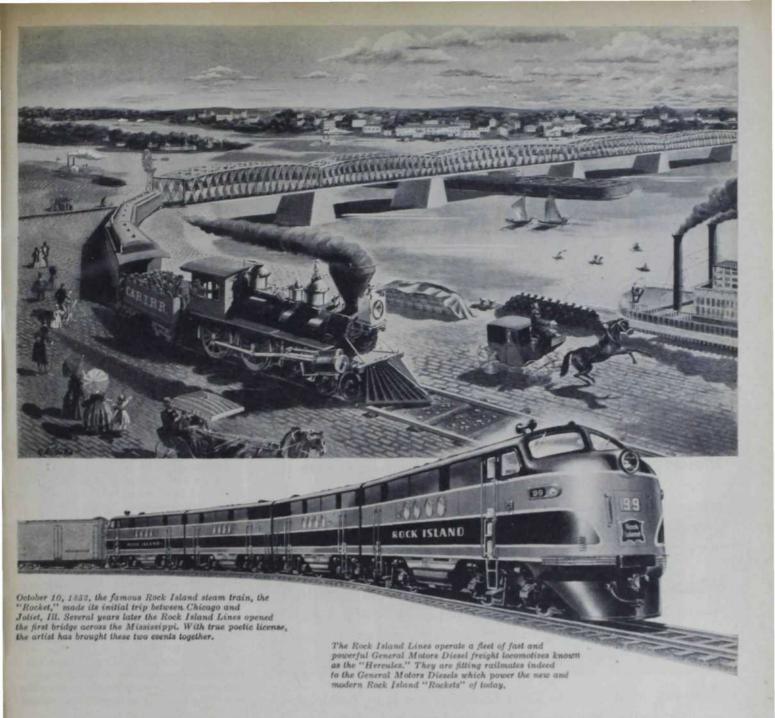
The business of magic figures, therefore, that, after the war, many of its customers who have found surcease from the trials of battle through these deceptive gadgets will stay with them.

There are about 150 manufacturers of magical equipment in the United States, ranging from mammoth Abbott's Novelty Co., of Colon, Mich.—which sells close to \$1,000,000 worth of magical merchandise annually—to the little home workshops of hobbyists who turn out a few

specialties on order for the magic marts. Only about a dozen firms rely completely for their existence on the production of magic novelties and tricks. The rest make certain magic items as a side line to their regular business, which may be electrical appliances or war equipment.

The largest firm handling magical paraphernalia as a side line is the A. C. Gilbert Co., of New Haven, Conn., a multi-million-dollar plant now turning out war orders instead of its usual run of household appliances, Erector sets, Chemcraft and American Flyer trains. A. C. Gilbert founded the Mysto Magic Co. 30 years ago and distributed complete sets of magic tricks, selling from \$1 to \$3.50, through department stores and toy stores. Mr. Gilbert was a magic fan in his youth and stayed with his hobby while his company expanded into much larger fields.

Gilbert's magic line differs from others in several ways. This company has only two sets of tricks which sell for \$1 and \$2.50. Other dealers sell individual tricks from 25 cents to \$500. Whereas Gilbert's magic business has declined



GREAT THINGS ARE HAPPENING IN TRANSPORTATION

When people discuss travel you'll often hear mention of the big, powerful Diesel locomotives that are hauling so many of America's crack trains.

You may, or may not, know that by far the greater number of these new and modern locomotives are built by General Motors. Railroad men know it. And they will tell you, too, how these amazing GM Diesels have changed all previous ideas of speed with comfort and safety for passengers; how they have effected economies and efficiencies beyond all previous railroad experience.

It may be your good fortune to ride behind one of these passenger Diesels on your next railroad trip. Or, perhaps you have seen one of these powerful freight locomotives pulling a mile-long loaded train. If so, you'll know why it's a great new day for railroading—with even greater days to come.

BUY MORE WAR BONDS



LOCOMOTIVES ELECTRO-MOTIVE DIVISION, La Grange, III.

ENGINES .. 150 to 2000 H.P. .. CLEVELAND DIESEL ENGINE DIVISION, Cleveland II. Ohio

ENGINES ... 15 to 250 H.P. ... DETROIT DIESEL ENGINE DIVISION, Detroit 23, Mich.



Moving your plant to TENNESSEE places it in position to utilize the giant hydroelectric system of TVA and to take advantage of the lowest power rates in Eastern America, also in a central location that permits 24-hour delivery to 51% of the nation's population.

Moving your plant to TENNESSEE places it in a strategic location where it can command an unsurpassed variety of major industrial minerals and agricultural products, and an abundance of cooperative, skilled and semi-skilled native-born labor.

Moving your plant to TENNESSEE places it in a state that has ideal living conditions for both employer and employee and where tax structures are sound with no personal earnings or sales taxes.

Moving your plant to TENNESSEE is YOUR BEST MOVE, for it offers many advantages for your particular industry. Write for specific information and surveys relating to your own requirements.

Tennessee Industrial Planning Council
744 State Office Bldg.
Nashville, (3) Tenn.



in the face of increased demand, due to conversion to war work, other manufacturers have absorbed the new business by adding it to their regular production.

Gilbert's distributes through mass agencies, as well as its own Hall of Science in New York, while other manufacturers distribute their products by mail or through magic and novelty shops. Newspaper and candy stores, shooting galleries and drug stores have found a magic line profitable.

Most big cities have full-fledged magic shops. Los Angeles and New York support a half dozen each. Thayer's is the biggest dealer on the West Coast and has a branch in Wisconsin. In New York, three of the major magic stores, on 42nd Street within a few yards of one another, each has its individual following. Besides, many amateur and professional magicians continually make the rounds of all the shops to pick up whatever new devices turn up or to see their favorite professional perform gratis.

To meet the demand and stimulate business, store owners must be amateur magicians themselves and invent tricks which they manufacture and sell as exclusive. Since they rarely patent them, they are sometimes chagrined later to learn that a competitor has turned out a similar trick.

Al Flosso, who owns a magic hide-away on 34th Street in New York, also performs professionally as a Coney Island barker. Flosso's place is the accumulation of no less than 40 former magic dealers, including the famous Katinka's and Hornemann's. It is a housekeeper's nightmare, with magazines, packing cases and apparatus piled in bewildering disarray, yet magicians enjoy hanging around because of its "out-of-this-world" atmosphere.

Tannen's, one of the most popular New York shops, has a few originals, some conceived by free lancers, who sell them outright to Lou Tannen for a flat sum. Tannen also is sponsoring the six-volume course on magic by Doc Tarbell. This little educational treatise sells



Amateur conjurers pay up to \$500 for the key to a trick

There's no hook to this deal. These words have work to do. They must get a lot of people to get out and buy. Buy War Bonds . . . at least an extra hundred bucks' worth . . . right away quick. Just what kind of slogan would you think up to sell 'em?

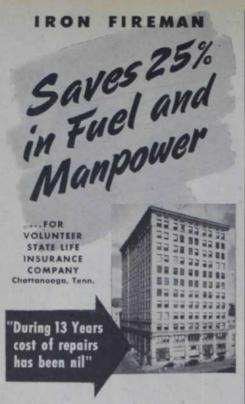
Would you tell all those people how much they'll pay off some day? Maybe say . . . Today's War Bonds Build Your Tomorrow! Tomorrow? Swell! But let's not forget that every dollar is needed because our men are fighting now. So how about . . . Don't Stop Buying . . . They're Still Dying!

Yet is there a single one of us who has to be reminded? Too many telegrams informed next-of-kin this morning. Better try another. This time, a slogan about finishing the business . . . Your Bonds Can Decide the Last Battle!

So they might. And they can help bring those guys home sooner, too. But, meanwhile, we won't kid ourselves. Buying Bonds is no substitute for being there. That's sure!

In fact, suppose we skip the slogans. Who needs ours anyway? They've got one already. So have you. We all do. It's a mighty personal reason . . . and more than any words, it urges you to buy War Bonds. An extra one, today!

This advertisement prepared and space furnished by Felt & Tarrant Manufacturing Co., Chicago, sole makers of Comptometer adding-calculating machines



The record of Iron Fireman stokers in thousands of installations can be ignored only by those who are indifferent to high costs. For 13 years Volunteer State Life achieved such important savings in fuel, labor and maintenance that they decided to install new, improved models to replace the old Iron Fireman stokers. "We feel that our heating operation is assured for the next 20 years," says Mr. E. L. Kittrell, building manager.

Iron Fireman provides a steady, dependable steam supply exactly suited to the load demand. With its clean, incandescent fuel bed and its precise automatic control of fuel and air, Iron Fireman makes coal firing a science

rather than an art.

Ask for Survey of YOUR Heating Plant

The Iron Fireman engineering organization, largest in the stoker industry, will make a free survey of your boiler room and tell you exactly what Iron Fireman can do for you. Write to Iron Fireman Manufacturing Company, 3774 W. 106th Street, Cleveland 11, Ohio. Nationwide sales and service.

Plants in Portland, Ore.; Cleveland, Ohio; Toronto, Canada.





IRON FIREMAN COAL FLOW STOKER saves labor by feeding direct from main coal bunker. No manual coal handling. Automatic fuel and air controls maintain efficient combustion, regardless of load fluctuation.

for a mere \$6.50 a copy, and pays the rent for the shop.

Stuart Robson, another shopowner, formerly a Ziegfeld stage manager, also has ingenious ways of stirring up business. He has no less than 72 dealers supplying him with novelties regularly. He farms out many of his ideas to independent manufacturers, many of whom do the work at home. Robson himself turns out four of his specialties in his own workshop. He has one trick, called Soft Soap, which sells for \$5 and which, he says, pays his overhead.

Once in a while a prosperous amateur conjurer buys the complete rights to a new Robson trick for up to \$500. This keeps it off the market for all time, unless a competitor sniffs the idea out and dreams up a similar item.

In Norwood, Ohio, John Snyder, Jr. has a complete factory devoted to the production of magical apparatus, including printing presses and a miniature theater for demonstrations. Snyder also has adopted the principle of limiting certain tricks to a chosen few. He'll refuse to sell more than one copy of a particular item in any one city, and may limit its national sale to a half-dozen. To do this profitably, he charges \$25 to \$500 for items which probably cost a

few dollars apiece to produce. To justify such terrific markups, Snyder—or, for that matter, any magic maker—points out that the buyer is paying royalties on ingenuity and for the privilege of having one of the few tricks of its kind in existence.

Like every other type of manufacturer, producers of magical equipment have felt the pinch of shortage of critical materials. Steel, rubber, silk and paper—four of the most important materials used for magic equipment—are all on the critical list.

Chinese linking rings, for instance, a must with every magician, have always been made of good quality steel. Today they are made of plastic and cheap alloys.

Rubber, of course, has always played a part in tricks requiring hidden "vanishers" which pulled objects back into the coat. Today's synthetic is unsatisfactory.

Still, the magic dealers turn out their mystifying paraphernalia using whatever is at hand—pieces of string, wood, celluloid or any non-critical material. After all, people whose business is to sell you deception, won't let a little thing like lack of materials stop their business.



CLIMAX ENGINEERING C

Farms Get a New Machine

A novel rotary plow whose cutting edge is a continuous spiral over the entire length of the shaft instead of the usual disc is now scheduled for manufacture. Developed and field-tested in the Northwest, present manufacturing is in Iowa.

This plow has practically no draw-bar pull, but instead operates from the tractor power take-off which, through a drive shaft and chain drive, turns the rotor.

This plow is said to give complete preparation of the seed bed in one trip around the field. Hand levers on each side provide adjustment for the depth of the cut and for lifting the cutter while traveling to and from the field.

At present the plow is made with 28 inch cutters and 48 inch cutters. It may be set at depths from three to nine inches. The shape of the spiral is said to eliminate side draft. It is self-sharpening.

End turns are made in the same space, or less, as required by moldboard

Rocks in the soil are picked up and discharged at the end of the auger without damage to the cutter.

GROUP THINKING MAY HELP YOU SOLVE YOUR POST-WAR PROBLEMS

Heller Business Clinic now open to all without cost or obligation For years our clients have come to us for guidance in meeting their problems. Lately these problems have related to one or all of today's most pressing questions: taxes, reconversion, selling out, floating a stock issue, post-war merchandising of new products, marketing and competitive strategy.

There are specialists in each of these fields, as everybody knows. But our customers point out there are definite advantages in laying their problems before a group of sound business men of diversified experience. This is your invitation to lay your problems before the group of men who run the Heller business.

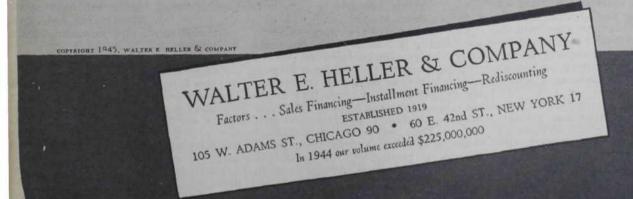
In accepting, you place yourself under no obligation whatever. There will be no charge unless you specifically request us to go beyond the consultation stage. Neither will you be subject to solicitation. And you have our assurance of strictest confidence.

Though providing money is our business, if you don't need any, we shall be happy to charge off to good-will such service as we may render to you.

If you need money that could more advantageously be secured through regular banking channels, we shall quickly say so. Obviously, if there is need for our kind of money, we shall expect first consideration.

We do not offer this Clinic as a "cure-all." We may be unable to help you at all—except to steer you in the right direction.

If you want more information about us or our Clinic, we'll be glad to answer your questions by letter or phone. For a personal meeting, ask for an appointment.





Jobs in Alaska-Will They be There?

By PETER WOOD



Docks at Seward. The summers are short, the winters long. Many of the workers, including fishermen, cannery help and builders leave before the cold weather sets in

F DOUGHBOY JOE and Sailor Jack and Spike Marine are counting on jobs in Alaska after the war, they will do well to establish their beach heads before the opportunity passes. Cold figures show that the Territory can absorb comparatively few job-seekers within the next ten years.

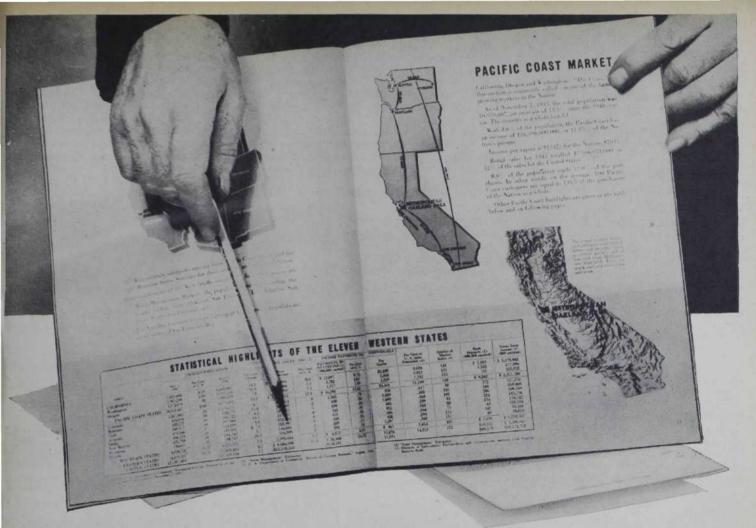
The fact that the war drew new manhood to Alaska's fjords and plainssoldiers and civilians alike-to build air fields and roads has helped create undue enthusiasm about the country. But the mere observation that these men were surprised and delighted to find a more moderate climate than they had expected does not mean that the complex economy of the Arctic will warm readily to their advances, especially if those advances are clumsy.

The comparative few who will settle successfully in Alaska in the ten years after victory will be men and women who have availed themselves of all possible information on the Alaskan industry or agriculture in which they are to engage. They will be students of Alaskan conditions, problems and past history. They will remain students for years after their arrival, because no volume yet printed will fully equip the newcomer to earn a living wage in

It is true that a workingman can make his way well enough if he is employed by an Alaskan firm. But the new

population of Alaska will have to be largely in new industry and new agriculture. Present employers do not want for manpower.

The new population in farming is slated for the most difficult task. When an Iowa farmer first sets foot on tundra laid over permanent frost, or clears a forest grown by rain that falls incessantly during the summer, or ponders the infertile and unwatered slopes of the marginal lands, he will understand why there are only 900 farmers in Alaska today-and most of them just about breaking even. Yet new marketing and refrigeration can and will make them prosperous. There is room for a few more-and a man can ask for no



The amazing **NEW West** at a glance

THIS 48-PAGE BOOK gives the basic infor-

mation you need to become informed about the profit-opportunities for your company in this faster-growing, better-than-average-income section of the Nation.

It's An Amazing NEW West's at-a-glance text and statistics, maps and photographs explain why our "four great markets in one" are so rich in profit promise... why Metropolitan Oakland Area is the most logical of all western locations for serving these markets at lower cost and in less time... and many other facts you need to know in order to know the West.



CONFIDENTIAL SPECIAL SURVEY: If you will supply full information about the requirements of your western operation, we will prepare, without cost or obligation, a Confidential Special Survey keyed directly to your individual problems.

We suggest that you get all preliminaries worked out as soon as possible, so as to be able to start without delay as soon as restrictions are lifted. As the first step,

WRITE FOR THIS FREE BOOK NOW!

METROPOLITAN OAKLAND AREA
389 Chamber of Commerce Building, Oakland 12, California

The NATURAL Industrial Center of the NEW West

more beautiful a country than Alaska.

When the miner, prospecting the unclaimed marginal lands beyond the big company properties, digs his first 40 to 90 foot shaft to hit bedrock, he, too, will know the hardships of finding gold in Alaska. Yet those who find it come upon two-foot layers of it—pay-streaks that give them wealth beyond their wildest dreams. There is room for a comparative few.

Careful planning is required

THE expression "a comparative few" is based on estimates by economists who have studied the many-sided and terrifically complicated conditions which make up life and enterprise in Alaska.

Assembling all previous surveys and estimates, the economists have recently come out with some discouraging news. It is estimated that in the next ten years, Alaska can support only 25,000 to 35,000 more people than now live there. The estimates say that this increase can be accomplished only with careful planning and proper meshing of all economic gears.

Experts foresee only 15,000 new job openings!

This means that, in ten years, Alaska will still have a population below that of Iceland. A census taken last year showed only 75,000 inhabitants in Alaska. With 25,000 or 35,000 more the

total would become 100,000 or 110,000 while Iceland has about 118,000.

The right people will make big money in the Alaska of the future, but this does not justify sweeping statements about employment opportunities.

It is much more important now to observe the factors contributing to the limitations of Alaska and, after isolating causes and effects of the country's shortcomings, to show a way around the pitfalls for those brave individuals who

are willing to fight for a place within the 15,000 limit.

Growth of employment in Alaska within the next ten years will be concentrated in the southern half of the Territory, with the probable dividing line stretching from Nome to Fairbanks and straight east on that line. For all practical purposes then, we will ignore the possibilities of the northern half, except to say that

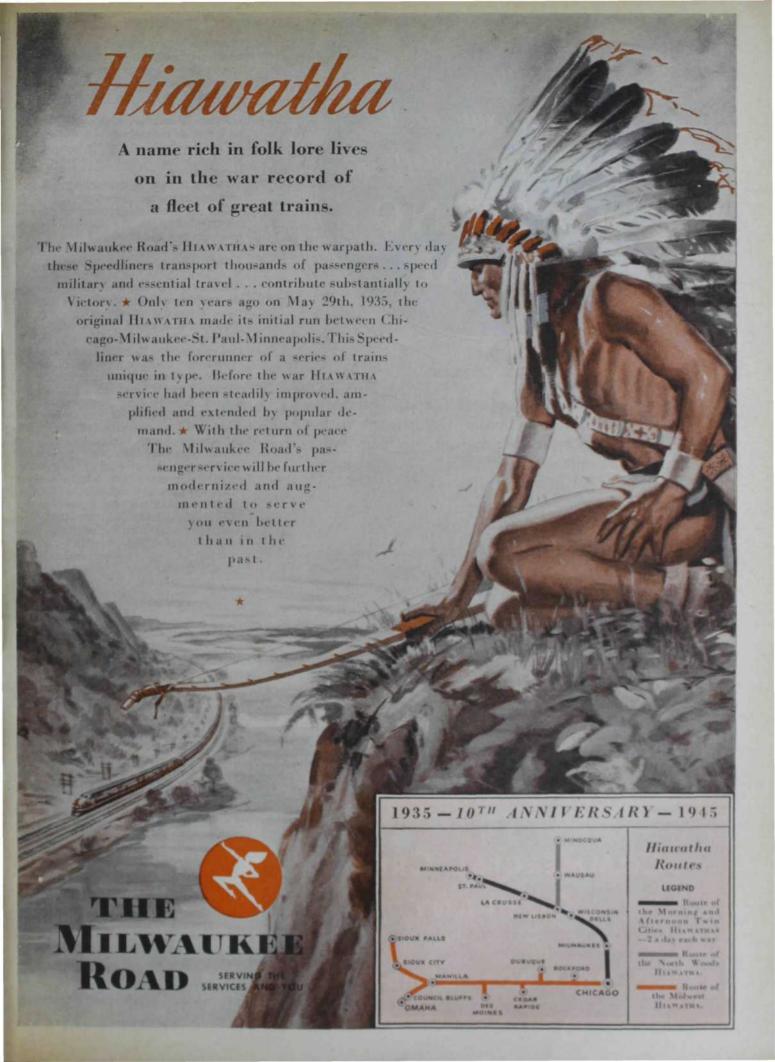
In Alaska, the fishing industry has manpower priority mining along the Koyukuk River may be developed and oil in the Sixth Naval Reserve (Point Barrow country) may be thrown open to private development. These two possibilities, though not remote, cannot be counted upon as extensions of the present known economy. Therefore they will not be treated here.

In Southeastern Alaska, excess precipitation is the outstanding characteristic. In Central Alaska, from Fairbanks to Anchorage, the weather is more suit-



EWING CALLOWAY

Tourists in shirt sleeves on the main street of Ketchikan, port of entry for almost all ships sailing in Alaskan waters and the center of the fishing industry. Wood buildings still predominate





O WHAT so many others have done to their satisfaction and profit. Get in touch with Commercial Credit. We're ready to help you finance the purchase of a business . . . or acquire interests of partners . . . or provide for expansion of your plant . . . or carry out any other logical business venture. Or . . .

If you need more cash in your regular business than you can get from present sources, you'll find that Commercial Credit is not handcuffed by time-worn thinking, rules and customs. Unlike old-line institutions, we're more interested in your profit potentials than in your current position.

What's more, we will not interfere with your management or restrict your operations in any way. You can use Commercial Credit money for as long as you need it, with no due dates or demand obligations hanging over your head. Write, wire or phone the nearest office listed below.

Commercial Financing Divisions: Baltimore, New York, Chicago, Los Angeles, San Francisco, Portland, Ore.

COMMERCIAL CREDIT COMPANY

Capital and Surplus More than \$65,000,000

BALTIMORE 2, MD.

able for farming and other out-of-doors activities.

Alaska's two major industries have been, are, and will be fishing and mining. Both are seasonal and thus depend upon immigrant labor-visitors from the States who do not stay for the long, cold winter.

Farming is underdeveloped and can be lucrative for more population in spite of a four-month growing season, restricted acreage, and peculiar marketing problems.

Forest industries will offer immediate employment after the war.

But the greatest opportunity for employment lies in the introduction of new services and trades.

No large towns in Alaska

WHAT then is the breakdown for possible postwar employment, and why are these estimates conservative? Are the problems that affect the introduction of new population insurmountable, or does the answer lie in some unknown and mysterious maze of cross-purposes?

Before we delve into the problems and answers, let us consider a few simple, almost unbelievable facts about the place. For instance, do you realize that Alaska, a land one-fifth the geographical size of the 48 States, has only ten towns of more than 900 population! Only one of these, Juneau, is credited with having more than 5,000 residents.

Anchorage and Fairbanks, which held the limelight throughout the excitement of arming Alaska against the Japs, have had a population of more than 5,000 since 1942, but recently both have emptied of construction workers and have shrunk back under that mark.

Fairbanks, shown on world air maps in the company of Chicago and Moscow, has around 4,000 citizens.

The towns of Alaska are an odd mixture of antique and modernistic. Anchorage, the newcomer among them, has the most modern buildings. Alaskans do most of their traveling by plane and use taxis around the towns, yet in winter the streets blossom with dogsleds and fur-clad Eskimos.

The Alaskan home probably has more "gadgets" than the average home in Illinois, because Alaskan life is more difficult than that in the United States and the sourdoughs have spared no expense to ease this condition with modern appliances.

Because of the small population and the housing that goes with it, one of the primary tasks of the postwar jobseekers will be to build more houses. Even then, the need will call for only a few hundred workmen, if they are to be

steadily employed.

But let us proceed to the actual figures of possible postwar employmentthe expectations for a ten-year period as arrived at by government investigators and surveys and research groups who, incidentally, are still in Alaska trying to discover why living costs are so high there.

In Alaska, as elsewhere, there are

IT CAN'T BE DONE. Anyone you meet can see your ears, but you can't. You're too close to them.

The same thing is likely to be true of your business. You know more about it than anyone else, but you're apt to be too close to it to see any flaws in the system you use to get facts and figures on sales, purchases, production costs, inventory control and other important phases of your business.

This is true whether your business is a bank, a wholesale house, a manufacturing plant or a drugstore. It's true in any business where you have the problem of handling money or keeping records.

That's where we can help you. We have an outside viewpoint, and our business is systems. In many cases because of this experience and viewpoint we have been able to point out definite ways to save both time and money with a National system.

Get the facts without obligation

It costs you nothing to try out this plan. A National

representative experienced in systems for your line of business will be glad to discuss your problem with you.

If he sees any chance for improving your present system, he will show you exactly where and how changes should be made.

Check his recommendations from every possible angle. Do nothing unless you can see a definite saving of both time and money in black and white.

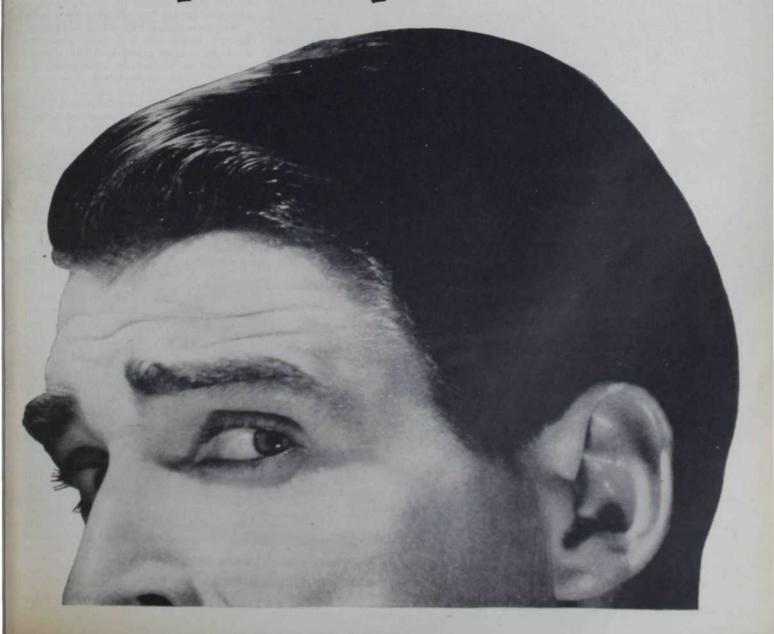
There is no obligation. Why not call the nearest National representative today? National Accounting-Bookkeeping Machines are available through priorities.

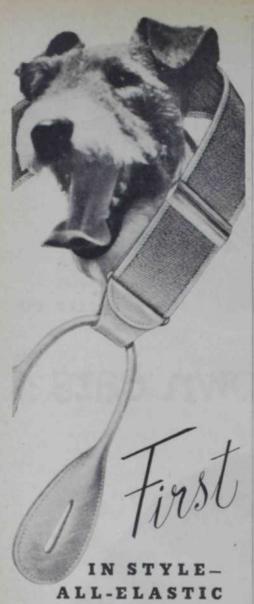
National

CASH REGISTERS * ADDING MACHINES ACCOUNTING-BOOKKEEPING MACHINES

THE NATIONAL CASH REGISTER CO.

Ever try to see your own ears?





Paris Free-Swing Suspenders

Paris Free-Swing Suspenders—first in style—outmode any suspender made—outsell most suspenders sold. Tops in value, Paris is widely imitated, never duplicated—is the only suspender made with the exclusive swivel action back—"Can't skid off your shoulders." Sold at fine stores everywhere, \$1.50 to \$3.50.

You'll also enjoy Paris Garters and Belts. Always higher in quality than price. Trust Paris—a famous trademark that has stood the test of time.

A. STEIN & COMPANY · Chicago · New York

PARIS



two ways to be employed—by yourself or by someone else. Because of the need for substantial investment and an understanding of the business problems, few will migrate to Alaska to start their own business. True, many of the newcomers later on will branch out into their own enterprise and, in fact, will go to Alaska with that ambition in mind. But, because of the cost of transportation to Alaska and the cost of living once arrived there, these people will have to fit into jobs until they are ready to make the break. Where are they going to find employment?

The federal Government estimates that 30,000 "pioneers" may establish residence in Alaska in the next ten years, 3,000 new arrivals each year, if the matter is carefully planned and encouraged. Some classifications of work can be filled more rapidly than others.

Paper industry may boom

CONSTRUCTION is needed at once. Forest industries are all set to start with a bang in the Ketchikan area and the pulp and paper interests are already surveying the possibilities. According to them, the forests of Southeastern Alaska can yield the entire nation's paper supply for many years. There is a fly in the ointment here, however. The Aboriginal Rights trials, which Secretary Ickes is pushing, have caused a scare. Possible investors are watching with great interest the canning interests fight for their lives.

Obviously, certain trades and services will be good employers after the war. New inventions, new services, new equipment for the investors already in Alaska—all will boom. Transportation services and tourist trade will call upon manpower reserves for help. Then, with

a new population moving in, it is logical to assume that big companies not now represented in the Territory will want dealerships and salesmen.

However, the numbers these three occupations will require will not scratch any United States unemployment problem. In construction, a maximum of 1,000 men might be steadily engaged. No more than that could be steadily employed for the next ten years unless the Government decided to create work in some project like the sometimes discussed Fairbanks-Nome highway.

It is doubtful the pulp and paper industry, once started, would use more than 1,000 in the next ten years.

A ten-year increase in trade and service industries, exclusive of transportation, is estimated to reach 7,000. The tourist business could add a few hundred to the transportation pay rolls. The much heralded Alcan or Alaskan Highway will not have the rush at first envisioned. In the first place, top traffic estimates paying a stiff toll would not cover more than one-fourth the maintenance cost. The more recently publicized Haines Cutoff, which starts north of Juneau up the Lynn Canal and winds into Canada, has now been abandoned, so the usual means of transportation, plus new air travel, will need more help.

Aside from the growth of air travel, figures based on the best years of Alaskan tourist trade and the present potential as limited by equipment, the transportation employment rise in the next ten years will not exceed 500. Air travel, because of long hops and fewer maintenance stations, may add some 200 jobs after the war. These will be quickly filled.

Thus we find that immediate opportunities after the war will be limited: Construction, showing a ten-year maxi-



Until more highways and railroads are built, Alaska's airways will continue to get a big share of the traffic

Precision in an ascending spiral....

Quality Control
had a long
head start
at the

Kodak

Camera Works

For well over half a century Kodak

has delivered "more quality for your

money." That's a head start not to be discounted . . .

It wasn't overlooked when America's productive capacity was converted to war. To Kodak was assigned production of a large number and wide variety of fire-control instruments — as well as production of cameras for the Army and Navy.

Kodak had much to build on, in men, equipment, and methods. Precision manufacture was the lifelong practice of the Kodak Camera Works. Quality Control—with an entire department



A CAMERA RANGE FINDER, in essence, is two telescopes, and employs the same optical principles that are used in directing artillery fire. This technician is adjusting the range finder used on a Kodak Ektra . . . without reservation, the world's most distinguished camera.



built for this responsibility—was an established fact.

Advance-model Kodaks were assigned to Military Photography. Kodak lenses became the "eyes" of our bomb-sights and artillery range finders.

Kodak precision, which had won and held the largest following among America's camera buyers, was an important factor in destroying the legend of German supremacy in "optics."

In the stress of war, Kodak learned as well as accomplished. New skills were developed from long established skills. New, quicker precision methods grew out of more laborious precision. It had to be done.

Result: Kodak precision, always an ascending spiral, was accelerated—it has reached an all-time high.

"On sight," you'll know that the new Kodaks are masterpieces — when you see them after the war. In action—in the pictures they make—they will prove it over and over again.

EASTMAN KODAK COMPANY ROCHESTER, N. Y.

REMEMBER THE FIRST TOKYO BOMBING? How, 3 years ago, our flyers took off from the carrier "Hornet"—740 miles off the Japanese coast . . . into a gale, with limited fuel . . . knowing they would probably never reach China—and safety? . . . And how eight of the men—captured by the Japanese—were barbarously treated . . . reported executed? A stern example to us at home, BUY—AND HOLD—MORE WAR BONDS.

Serving human progress through photography



One of a series illustrating Cyanamid's many activities,

... AS LONG AS IT'S RED

Certainly, any color suits the fire department as long as it's red-fireman's red. This brilliant color, chosen because it has great attention value and symbolizes fire itself, identifies everything connected with fire fighting, from engines

to alarm boxes.

Following out this idea on a broader scale, industry is today making increasing use of specific colors - to identify equipment in factories, to improve vision, to direct attention, and to create more harmonious working conditions. This greatly emphasizes the role of pigments in paints, for it is the pigments that provide the colors-in exact tonal values needed to achieve the desired results. For example, brightly pigmented paints are used to focus workers' eyes on critical machine parts. Soft tones on walls and background

areas reduce tension and eye fatigue. Contrasting colors guide traffic on floor and aisles. "Alert" and "danger" colors give warnings. In fact, almost everywhere selected colors can be effectively employed to create definite

mental or emotional associations. The results in greater safety, reduced accidents and improved morale and efficiency have been

a revelation.

As one of America's leading pigment producers, Cyanamid's Calco Chemical Division works closely not only with paint manufacturers but with other users of pigments to meet specific needs in printing ink, linoleum, leather, paper and other fields. And through research, Calco is constantly helping to improve their

resistance to fading, discoloration and aging. This is another phase of Cyanamid's broad chemical service which touches the lives of millions of people through the improvement of everyday products.



American Cyanamid Company

30 ROCKEFELLER PLAZA, NEW YORK 20, N. Y.

mum of 1,000, will use several hundred from this date on out, but probably not more than 500 newcomers. The forest industries—pulp, paper, lumber—may use another 500 newcomers within the next few years. Trades and services might well employ an additional 2,000 at once. And transportation, including aviation, might add 700. This means postwar opportunities for a mere 3,700 people.

Slower manpower absorption will come in mining and farming, and recent surveys show no sizable opening for whites in Alaskan fishing. The salmon run varies from year to year, and there is a growing feeling that more of the fishing occupations should be turned over to the "natives" who are not well adapted for other work and thus become wards of the Government at great cost.

The 1944 salmon catch was 500,000 cases less than the 1943 catch, and this was because of a smaller run, not because of a manpower shortage. In Alaska, the fishing industry has manpower priority over any other occupation. The possibility of further encouraging the processing of minor species of fish may make more jobs in Alaska, but here again the Indians and Aleuts and Eskimos will get preference on fishing rights.

Varied types of mining

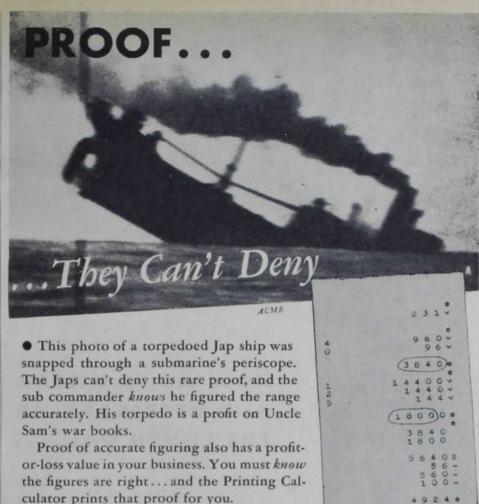
ALASKAN mining is predominantly gold mining, and is nearly all placer. Big exception is the Alaska-Juneau mine, which has closed again because of the cost of operations. There will be no gold rush after the war unless the price of gold is suddenly raised. Gold mining on marginal land cannot compete with wartime wages or the high scales that will remain for the reconstruction period, and it is extremely doubtful that any large operations will be started until the many "ifs" are settled.

The development of non-precious minerals and the non-metallics may encourage the growth of mining employment in Alaska. The opening of oil fields in the Sixth Naval District is becoming more likely each day. Survey parties, and an endless flow of correspondents journey northward to Point Barrow.

A pipeline to Fairbanks is being surveyed, and the major companies are recognizable in Alaskan hotel lobbies.

But, despite the "ifs" and "ands," mining will do well to regain its 1939 status. If it does, some 5.000 miners can be reemployed. If some of them have passed on from age or war activity, there will be openings in mining. But remember that the old-time Alaskans or "sourdoughs" stick together and, in gold mining, seniority counts.

As for farming, vegetables of great size and delicious flavor are being successfully raised farther north than Nome. Homestead lands by the thousands, millions of acres are open for the asking. Some land is available for sale, and not too far from centers of civilization. Vegetables sell at shocking prices.



culator prints that proof for you.

This tape, as an example, shows payroll

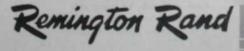
figures. The Printing Calculator lists employee No. 231, then figures and prints rate-hour computations for the regular pay — \$38.40, and overtime \$18.00. From the gross earnings — \$56.40, it deducts taxes and other items to find \$49.24 net pay... check the figuring data in a glance... right the first time!

All purpose in figuring, ONLY the Printing Calculator prints as it multiplies, divides, adds and subtracts. There's no need for secondary proving work nor for copying from dials. The printed tape proves your figures, stops errors, conserves time.

Touch performance seems natural with the machine's 10-numeralkey keyboard, and no specialized training is required. Its simplified operation promotes quick results from the very first day, and by even inexperienced employees.

The Printing Calculator daily lifts payroll, invoicing, statistical and all other kinds of figuring jobs to new heights of accuracy and speed. Let it lift the figure load for YOU. Phone the nearest Remington Rand office for a demonstration today, or write to us at Buffalo 5, N.Y., for the free booklet TOPS.

The Printing Calculator is available on WPB approval, to belp conserve manpower, expedite warwork, maintain necessary civilian economy. Talk it over with our representative.



AUTOMATIC PRINTING CALCULATOR

The only PRINTING calculator with automatic division





It's the exceptional industrial plant that fails to provide salt tablets for its employees. Only a few years ago it was otherwise. Salt Tablets have become an industrial "must" for men who work - and sweat.

Sweat robs the body of vital salt. This throws the body fluids out of balance. The result is Heat-Fag, inalertness, accidents, heat prostrations. The preventive is salt and water - water to restore the moisture lost in sweat, salt to restore the saline balance. Water alone won't do it. Both are needed.

The easy, simple, sanitary way to provide salt to workers who sweat is Morton's Salt Tablets available at every drinking fountain. The cost is less than a cent a man

In salt tablets, as with other grades and types of salt, Morton is the recognized leader. Order Morton's Salt Tablets and Dispensers from your distributor or directly from this advertisement. Write for free folder. Morton Salt Company, 310 S. Michigan Avenue, Chicago 4, Illinois.

MORTON'S DISPENSERS

They deliver salt tablets, one at a time, quickly, cleanlyno waste. Sanitary, easily filled, durable.

800 Tablet size - - \$3.25

MORTON'S



MORTON'S SALT TABLETS

Morton's Salt Tablets are available either plain or with dextrose. Case of 9,000, 10-grain salt tablets - - - - \$2.60

Salt Dextrose Tablets, case

and eggs go at 85 cents to \$1.25 a dozen.

In spite of this, the Government itself estimates that there will be room for no more than 1,000 new farmers and farm workers within the next ten years!

Why? Because of the cost of operating a farm in Alaska, because of the Seattle competition, because of the small population scattered over roadless wilderness. Also because the farmers have to grow and sell in a four-month period, a fact which floods the markets. This, however, can be ended by the installation of storage facilities, either on a cooperative basis or on each farm.

With egg prices hanging near \$1 a dozen it would seem possible to fly chicks in and raise them by scientific methods. Well, a young soldier in Anchorage has cracked the market on fryers by growing his chickens on wire in breeder houses, but there is no success to point to in the egg business. Laying hens have to be fed right, kept warm, and watched carefully. The cost of labor, heat and feed add up. Scratchfeed must be imported from the states because grain either does not ripen or is not allowed to ripen in the few fields that have been planted in Alaska.

Farmers will get help

THE 1,000 new farmers who settle in Alaska in the next ten years will find real help from the University of Alaska in its Experimental Stations and its Extension Bureau. These farmers will find that most of the open land is swampy or infertile, covered with brush that returns year after year when cleared off, miles from any market, and generally undesirable. But they can find good land, too. They will endure cold winters, or, worse yet, rainy summers. They will find living costs higher than they ever dreamed. Yet they can make it, these 1,000 men, if they will study the country until the problems are licked.

The one hopeful thought to bear in mind is that in 1939, shipments of food products from the states to Alaska totaled nearly \$6,000,000, and most of this was competitive (or could have been) with Alaskan agriculture.

All of the figures compiled on the immediate or ten-year potential employment outlook for Alaska are based on the continuance of present conditions. Conditions could be changed.

The opening up of Alaskan opportunity beyond the estimates depends upon the immediate adoption of a national policy which will end the looting and exploiting of that Territory. Alaskan taxation for expenditure in Alaska would be one step.

A second step would be the opening of the Alcan to commercial use and the introduction of midwestern business in Alaska. A third step would be either statehood for Alaska or the removal of Alaska from the Department of the Interior. There are others.

Until a firm national policy of protection from exploitation is accorded Alaska, it will have high living costs and employment possibilities will suffer.



means EVERYTHING on the job

Yes, everything you want in a truck you get in the 1945 model heavy-duty CHEVROLET

TODAY'S TRUCKSdesigned to meet Today's
Rigorous Requirements
Rigorous Requirements

Essential users qualified to purchase new trucks are urged to place their orders promptly. See your Chevrolet dealer now!

BUY MORE WAR BONDS-HELP SPEED THE VICTORY

POWER. Every 1945 model heavy-duty Chevrolet truck is powered by the high-torque Load-Master engine—designed and built for truck use exclusively. Here is an engine that can exert its maximum pulling power at low engine speed (1000 to 1900 r.p.m.) and over a wide range of road speeds (from 2 m.p.h. in low gear to 32 m.p.h. in high, with single-speed rear axle).

EQUIPMENT. Every 1945 model heavy-duty Chevrolet truck carries many items of equipment that increase efficiency and reliability—including oil-bath air cleaner, heavy-duty extracapacity radiator, 10-leaf rear springs with special auxiliary (helper) springs, and side-member plates on chassis frame. All models have dual rear wheels. Special heavy-duty front springs and special axles are obtainable in numerous combinations. Of the seven chassis combinations, two are equipped with special extra-capacity single-speed rear axle, three with two-speed rear axle. A special oversize front axle (4500-pound rating) is used in the heaviest truck of each wheelbase—134½ and 160 inches.

ONE OUT OF EVERY THREE TRUCKS IS A CHEVROLET

CHEVROLET MOTOR DIVISION, Gaseral Maters Corporation, DETROIT 2, MICHIGAN

Misery on Ballroom Chairs

By C. S. MARSH



WE ARE the greatest nation of convention-goers in the world. Archers and architects, publishers and puddlers, we are forever attending meetings. We spend an appalling amount of money on our 19,000 conventions through which, in peacetime, 10,000,000 persons try to sit each year. And a large part of it

is wasted, because the usual convention chair is so uncomfortable that few of us can hold out through a half-day session and pay proper attention to the program.

Let's take a look at these chairs. They are graceful, many of them, I admit. But the usual hotelballroom chair was never made for the ease of the sitter—it was designed for

those who would sit-out a dance now and then. Its spindle legs are a bit too long; its straight back is armless; its flat level seat, neither wide enough nor deep enough, is usually cushionless. It makes no concave allowances for the convexities of the human body, and vice versa. For utter discomfort there is no seat like it in auto, plane, bus, streetcar, train, school, office, church, theater, or home.

Conventioners require comfort

CONVENTIONS are held for two purposes: To consider matters of policy; and to exchange ideas on practice and procedure. Those who attend are for the most part persons with rather heavy responsibilities. That means they're middle-aged. It follows that, with maturity, they have acquired or achieved the middle-age spread, the broad beam. They prize comfort.

But, if they really take in the program, they will sit on more ache-producing chairs for more consecutive hours than under any other circumstances in their adult life.

I have asked hotel managers why we

have such chairs. They are rather stumped. They explain that these chairs, being small and straight, are easy to move, stack and store. But they admit that 70 to 90 per cent of their use is for conventions. They will also admit that they themselves have seldom sat on such a chair for six or eight hours

a day, as convention goers are supposed to do. They look 'surprised and hurt when told that their chairs are diabolically conceived —and that wise hotel management, if it really wants convention business, is missing a trick in not providing less pain-producing chairs in meeting rooms.

Most hotels want conventions. They are profitable. Many of us have re-

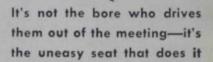
ceived circulars from hotels explaining the glories of their location, facilities, exhibit space, large and small dining rooms, recreation room, putting green, archery range, golf course, and trails. But nothing about chairs.

Seven years ago I was responsible for planning a national meeting to be held in Chicago. The appropriation was \$5,000 for promotion and program. The program included nationally known figures, persons hard to get. It was a good show.

A total of 486 people from 30 states and Canada registered, though of course many others from nearby came in for

single sessions. But look at the arithmetic: \$5,000 spent on promotion and program, 486 registered. It cost us a little more than \$10 a head to get those people to the registration desk. In addition, the average person's expenditure for transportation, room, meals, and incidentals was \$75—a total of \$36,450. Add our \$5,000 and you have an outlay of \$41,450 on one rather small





convention. We spent all that money, and then seated the conventioners on chairs so uncomfortable that no one could give sustained attention to the program.

Once a hotel man came to my office to ask me to vote for a coming convention in his hotel. I asked:

"What will we sit on during our meetings?"

"Our regular ballroom chairs," he said.

"No, brother," I replied, "I've sat on those chairs; they're terrible. Our speakers will work hard on their papers. I'm tired of watching a third of the audience walk out half way through the program just because they can't endure sitting on your skimpy chairs through one more paper."

We talked a long time. When he got up to go he said:

"You're the first man ever to talk to me like this about our chairs. You are right. They are terrible."

He didn't promise a thing. He couldn't. So we went to another hotel where the chairs were just a little better.

Why talk about this now?
"There's a war on, you know." Yes, but we are due for a great splurge of refurnishing our hotels when the war is over. Chair manufacturers will be prompt to meet a demand for greater comfort in convention chairs, if the hotel men express it. And alert hotel managers who really want convention business will voice that demand.

Foreign Propaganda in the United States

(Continued from page 30) widespread demands in the United States," as it explains, established the present British Information Services in 1942.

On a quiet day between wars, an idea came to the British to rewrite the versions of Indian and Revolutionary wars in American histories and textbooks. Rewriting histories is a favorite diversion of new governments but a project to rewrite the literature of another country is rare.

A minor diversion often trips the loftiest propaganda. "Big Bill" Thompson, a one-generation-removed Englishman and mayor of Chicago, in a most unscholarly outburst threatened to punch the nose of the King of England and burn the English books in the public library. The arsonists were abashed by a reminder that the first books the library received after the fire of 1871 were a gift of Queen Victoria. But the rewriting project was put on ice until revived by Mrs. Roosevelt recently.

BIS is best organized

AS THE largest, best organized and most effective foreign propaganda agency in the United States, the British Information Services deserve more than passing mention. The agency's objectives are patriotic and honorable and it is singled out solely because, in accomplishments as well as in operations, it is a worthy model for other countries.

The largest of its four offices is in New York City. All are under Harold B. Butler, C.B.E., with the rank of minister in the British embassy in Washington.

Its operations may cost the British Government \$20,000,000 a year, or \$150,000,000, depending on what rival publicity agency makes the guess. Its representatives say neither figure is correct

but give no other. Figures on BIS are as elusive as mistaking a sparkling top for an entire iceberg. It is a branch of the Ministry of Information in London which had \$48,-500,000 for overseas operation in 1944. If BIS sends an American publicist or a group of writers for a tour of England or promotes a scholarship in an English university, little of the expense is paid in the United States. Official speakers which it may supply in this country have their own contingent funds. The thousands of words which BIS receives daily by cable and radio are an expense of London. The same applies to the preparation and editorial work on hundreds of booklets which. however, carry the union label of New York Allied Printing Trades Council No. 495, when distributed in the United

Aside from not disclosing costs, BIS



TRAILMOBILE

Headquarters Plant

Cincinnati, Ohio

Offsetting Labor Shortage with CHAIN Drives!

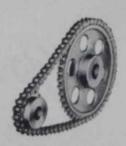
FOR GREATER MACHINE EFFICIENCY AND UNIFORMITY OF FINISHED PRODUCT . . .

Typical Silent Chain Drive



Any time, under any atmospheric conditions, on minute or mighty installations, Morse Silent and Roller Chain Drives deliver up to 99.4% efficiency. Teeth, not Tension, turn the wheels... there's no slippage! That's why Morse Drives help offset labor shortages—they permit each machine to work smoothly and positively, for maximum machine production.

Consult the Morse engineer near you, or write direct to Morse, Ithaca or Detroit.



Typical Roller Chain Drive

SPROCKETS CHAINS FLEXIBLE COUPLINGS CLUTCHES

MORSE CHAIN COMPANY . ITHACA, N.Y. . DETROIT B, MICH. . A BORG-WARNER INDUSTRY

Speed Sweep WITH A BACK OF STEEL

Makes Light Work Out of Tough Sweeping Jobs

Steel back of Speed Sweep brushes is the basis of unique construction for faster, easier, better sweeping. Block is 1/3 usual size - easier to handle. Tufts of longer, better fibres are more compact - provide "spring and snap" action. Handle instantly adjustable to height of sweeper - reduces fatigue and strain. Speed Sweep brushes are built to outlast ordinary brushes 3 to 1.

FULLY GUARANTEED

Since Pearl Harbor Speed Sweep brushes have proved their superiority in many thousands of factories under varied conditions. They are unconditionally guaranteed to meet your requirements. Prompt shipment on AA-5 or higher priority rating. Write for styles, sizes, and prices today.





is as frank as a national committeeman in a presidential campaign. Its operations divide into four divisions:

1. The Information Division includes a public reference library of 70,000 government and private publications in New York with smaller libraries in the three other cities. It also lends books to American libraries.

. The division answers requests for information. In addition, it provides a mailing list of 75,000 with free pamphlets, monthly and semimonthly bulletins on labor, industry and war—and speeches and circulars as occasion arises.

It offers to send this free material to all who enter their names on its mail-

ing list.

BIS defines its policy as definitely and objectively for Britain and not involved in our domestic affairs. Frequently the affairs are related. A booklet which shows Britain's efforts and sacrifices to supply reverse lend-lease to the United States, including radar and a jet propelled plane before Pearl Harbor, and long cables from London which explain that "Reverse lend-lease from Britain played a large part in U. S. invasion preparations" are considered within that limitation.

2. The Press and Radio Division, which deals directly with those mediums of expression in the United States, keeps us up-to-date, often to the hour, with cabled bulletins and reports from London which often run to many pages in a day, exclusive of more extended write-ups and speeches which are classed as background material.

In news value the output varies from a daily cabled war commentary by a retired general and an excellent weekly résumé of 5,000 words by a noted commentator to items like the cable announcing the appointment of the son of a poet laureate as head of Civil Service and Secretary of the Treasury at \$14,000. The cable continued:

"From his father, Bridges inherits a sense of poetry and is also fond of music. He prefers living in his quiet country home at Epsom or reading in the Bodleian library at Oxford when the opportunity offers itself, rather than participating in London social life." England carries on.

While the top page of these mimeographed reports is identified as a British government production, American publications or radio can dispense with the identification. Unfortunately for the propagandist, newspapers and press associations seldom fail to indicate the source of the information.

Included in releases are weekly cables exclusively for the North American Newspaper Alliance. They are datelined London, slugged "by cable," under the by-line of E. Colston Shepherd and ready to go on the wire when the date is inserted. Mr. Shepherd is air correspondent for the London Sunday Times, and air analyst for the British Broadcasting Company. A similar service is

Wanted: More Processing Problems for Petroleum's Newest Research Service!



READ THESE FASCINATING FACTS ABOUT

Process Products Products Research and Service

THIS is a call to manufacturers I who are interested in improving processing operations and lowering costs.

Socony-Vacuum Process Products Research and Service already is serving 30 U.S. industries with hundreds of amazing products from petroleum.

Now-on the strength of this experience-this newest petroleum service is seeking additional ways to assist you in your processing. On invitation, our skilled specialists study your processing, help you apply the right product to improve your operations.

If there's no product to meet your special needs, our laboratories work with you in developing one. Make the most of this Service.

SOCONY-VACUUM OIL CO., INC., 26 Broadway, New York 4, N. Y., and Affiliates: Magnolia Petroleum Company; General Petroleum Corp. of California.



made water-repellent by new products derived from petroleum research.



Frozen foods, like those pictured above, are protected by paper that is coated with special petroleum waxes.



Paper-board for many types of packaging is improved by easy-to-apply wax emulsions from petroleum.



Aiding electronics, new products from oil are used in protective coatings for wires and for waterproofing insulators.

A New Service to Industry by SOCONY-VACUUM OIL CO., INC.



Yes, even hats owe something to petroleum. A Process Product is used to put a water-repellent finish on felt.



76% of the plants answering a recent materials survey said they use aluminum in some form in their normal productsand a large percentage of them indicated they expect to increase their use of this light weight, corrosion resistant metal.

Since Acme was founded over a quarter of a century ago, it has steadily expanded its service to meet the advancing needs of the metal-working industry.

Today Acme facilities for the production of aluminum castings by the permanent mold process represent the very latest developments in technique and equipment. Acme assumes the responsibility for all steps in production. Acme makes the pattern; Acme makes the mold; Acme pours the metal. You can rely upon Acme Permanent Mold Castings for accuracy, for uniformity, for outstanding quality.

The advantages offered by Acme Permanent Mold Aluminum Castings may help you to lower costs; to improve production. Our engineers will be glad to submit recommendations.

GET THE COMPLETE ACME STORY

Send for 44-page, fully illustrated book, showing how Acme is organized and equipped to supply your castings needs and to render complete service to the metal-working industry.

Aluminum Alloys, Inc.

ALUMINUM CASTINGS . ENGINEERING

cabled weekly exclusively for International News Service, under the by-line of Wing Commander L. V. Fraser.

3. The Speakers and Exhibitions Division is Britain's gift to perplexed American program committees. It can produce an ambassador, minister, admiral, general, be-medalled war veteran or newspaper correspondent, even a visiting minister of state, for a luncheon, banquet or rally. The speaker will make a good talk, sincere in selling Britain to the United States.

BIS is rather soured on sponsoring unofficial speakers. It may get a sneering Noel Coward, who is not an asset for hands across the sea, while in Parliament a member may rise to inquire why a junketing orator is not home where

the bombs are falling.

In the way of exhibitions, this division of BIS can provide a window display or an impressive museum or fair exhibit with a lecturer. It donates collections of photographs to colleges and libraries and will lend uniforms and genuine war souvenirs to suit the occasion. An illustrated catalog is sent on request.

4. The Film Division supplies government-made pictures-thousands who have seen them know they are goodto American distributors. It also lends or sells 16 mm. sound prints to private exhibitors. The catalog, "Films of Britain at War," covers subjects from gardening to battles and is for any who ask.

BIS is thorough. It even supplies films to educational departments of our penitentiaries so the voteless but appreciative inmates will "Know Your Ally Britain" and realize its accomplishments in war and its future plans.

More seasoned than our OWI, BIS works solely for its own country. A few weeks ago, OWI brought over a group of French newspaper reporters to tour the United States. They startled audiences by declaring that American tanks advanced 300 miles without firing a shot, the French underground having done the fighting, and that De Gaulle is the savior of France. Praise of De Gaulle is necessary for a newspaper's existence in France.

Our casualty figures tell a different story as to who did the fighting. Reliable American correspondents report that De Gaulle's fixed policy has been to belittle these sacrifices. OWI, whose attempts to say a good word for the United States are blocked in France, paid for the French propaganda in the United States, including cable tolls for the reporters' daily messages to their French

OWI and BIS are only the two largest among hundreds of agencies, individuals and organizations expounding the interests of nations and groups in the United States. The others may be smaller and less systematic but are just as sincere in advancing their demands of the home-

land. Cutting an expected \$40,000,000,-000 melon is a big business.

LABOR GIVES INDUSTRY

MORE PER DOLLAR OF WAGES

IN NEW YORK STATE



In Each of the Ten Leading Industries New York Is Either First or Second in the Value Added Per Dollar of Wages Paid.

• As a businessman you know that when you buy anything you consider not only what you pay—but what you get.

Impartial statistics show that labor in New York State gives industry more for its money.

There's a reason for this, $12\frac{1}{2}\%$ of the skilled workers of the nation are in New York State. Here is a vast pool of diversified skills.

Good schools, good transportation, excellent living conditions and a wide and steady market for highly skilled craftsmen have brought these workers together in New York State.

Labor is Mature

What is more, in New York State labor is mature and stable. It has learned the value of cooperating with management. In a recent poll of New York State manufacturers, 92% attested their approval of this spirit of cooperation. Percentage of man hours lost due to strikes has been infinitesimally small.

How We Can Help

It is part of the function of the New York State Department of Commerce to help industry locate the man power it requires. If you are searching for a particular kind of skill, we should welcome hearing from you.

Furthermore, we can assist you on plant locations; get you a preview of taxes for a new enterprise; give technical service on new materials and new products; and help promote opportunities in foreign trade.

Accept This Informative Book

The services we can render are fully described in our book "New York Means Business." In it businessmen tell in their own words their experience with labor, transportation, markets and other factors of doing business in New York. Send for your copy on your business letterhead.

ADDRESS: M. P. CATHERWOOD COMMISSIONER

NEW YORK STATE DEPARTMENT OF COMMERCE ROOM 476, 112 STATE ST., ALBANY 1, NEW YORK





NEW YORK MEANS BUSINESS



A corporation contemplating plant expansion and new products might find it equally valuable to consider a readjustment of its *capital* structure as well. Awkwardly-timed maturities, for instance, may prove as embarrassing

to a company as the lack of raw materials—and the steady drain of high coupon rates or high preferred stock dividend requirements can have the same end-effect as inefficient machinery.

Far-sighted planning can minimize these risks, however. As investment bankers with practical experience and extensive facilities for the distribution of securities, we have frequently been able to underwrite refunding operations which resulted in material improvement of corporate finances.

Our partners are acquainted with this field of finance and will be glad to consult with corporation executives on the possibilities of establishing a sounder capital structure through refunding of senior securities.

Since January, 1944 this firm has raised new capital through public offerings for the following corporations:

ATLAS PLYWOOD CORPORATION
Noted maker of plywood packing

DIANA STORES CORPORATION

A chain of 26 women's apparel stores in the South Atlantic States. NATIONAL CONTAINER CORPORATION

A leading maker of kraft pulp, kraft paperboard, corrugated and solid fibre shipping containers.

THE DRACKETT COMPANY

Manufacturer of chemicals, including the household cleaning products "Drano" and "Windex"; also soybean oil and oil meal.

BUFFALO BOLT COMPANY

89 year old manufacturer of nuts, bolts and rivets.

ALLENB. DUMONTLABORATORIES, INC.

Prominent in the field of telsvision, manufacturer of electronic devices and radar equipment.

SOLAR MANUFACTURING CORPORATION

Maker of electrical appliances for industrial, radio and household fields.

FRANKLIN STORES CORPORATION

A chain of 52 women's apparel stores in Texas, Louisiana, Mississippi, Oklahoma, Arkansas and Minnesota.

AMERICAN PHENOLIC CORPORATION

Manufacturers of precision parts for the electronic and aircraft industries; also plastics for electrical and industrial uses. Trade name "Amphenol."

VAN ALSTYNE, NOEL & CO.

Members

New York Stock Exchange New York Curb Exchange
52 Wall Street, New York (5)

War Peace Crossing

(Continued from page 26)

the supply of consumer goods is in a somewhat more reasonable balance with demand, controls are expected to linger. They will be relaxed or taken off in about the same manner in which they were applied—with consumer hard goods (refrigerators, washing machines and automobiles) being the last to be set free.

It will be interesting, if not exciting, to see how OPA intends successfully to ration (or even control the price of) certain scarce, consumer hard goods. Will the first refrigerators go to newlyweds? Or will home builders get priority over boat builders? Will veterans be given preference on washing machines? If so, who will come first, the veteran's wife, sister or mother? Will vacuum cleaners go first to the small or to the large families? Will a candy salesman get priority on a new car before a flour salesman?

Will fleet sales of trucks and cars come first over the needs of individuals? Will A-card holders have to wait in line behind the B- and C-card drivers? How can A, B and C car owners be qualified after the war? Is a cookie salesman less important than a straw hat salesman? Who rates over whom? Why? Who says so?

Transition: Although proper dovetailing of released materials and manpower-due to cutbacks and cancellations-to the requirements of civiliangoods production would be an ideal goal, only an optimist would look for such a miracle. The materials and men released by cut-backs in the shipbuilding and aviation industries cannot be expected to be the suitable requisites for the production of replacement parts and the making of repairs needed by the railroads, trucking companies, and automobile and household appliance service shops. The aftermath-of-war disorders do not adjust themselves that easily.

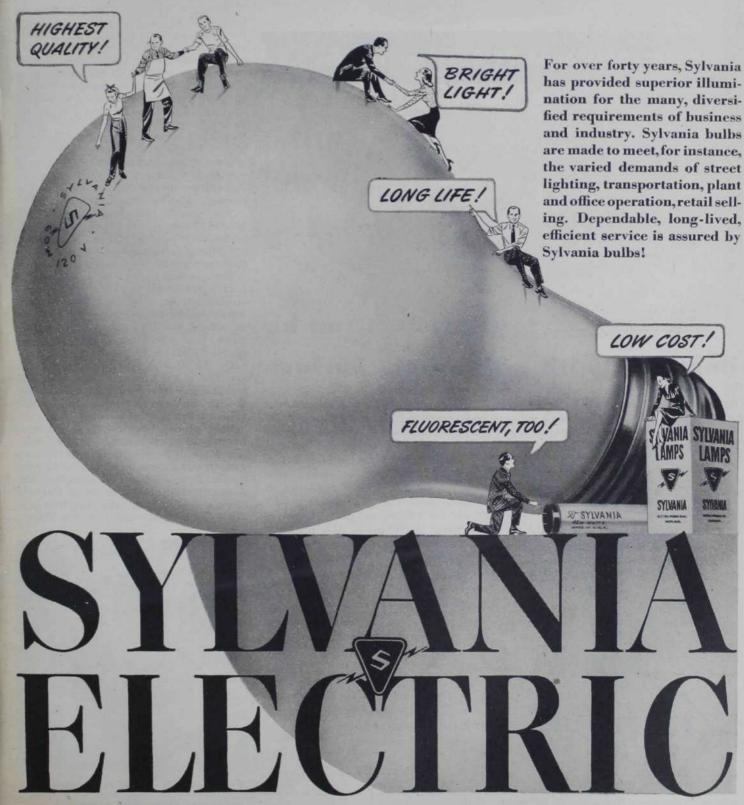
Top ranking industrial leaders, many members of Congress, and the heads of both WPB and OPA, believe reconversion difficulties will not be as disastrous as professional pessimists would have us believe; nor will they be as painless as the optimists naively hope. Regardless of either, we can expect that the production of civilian goods will be up to prewar par within 12 months after peace has been declared. But we must bear in mind that the retail pipelines will take some time to fill. It will require some 500,000 passenger cars to give automobile dealers a few cars for display and demonstration purposes.

V-day, if we are lucky, may come quickly. If it does a large number of pay roll and dividend casualties are likely, including some federal agency and fac-

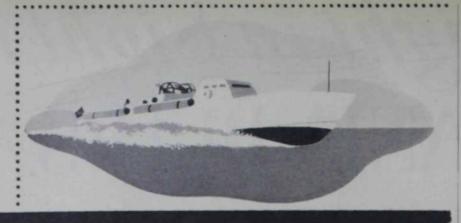
tory fade-outs.

But such incidents are the easiest parts of the price of victory.

Best Light in Sight! SYLVANIA BULBS



MAKERS OF THE WORLD-FAMOUS SYLVANIA RADIO TUBES



Whether you build PT Boats or Trailers . . .



your product can be

improved with a Kimpreg* Surface

A revolutionary new alloy-like material is achieved by fusing to plywood's surface a cured plastic skin of KIMPREG. This resultant material is not a plywood in the ordinary sense, not a plastic laminate. It is a brand new, better structural medium with countless applications in many products-including, very probably, those you plan for post-war production.

With KIMPREG, plywood is converted into an improved substance which can be machined, formed and fastened like ordinary wood - yet has a plastic's smooth, tough surface and beautiful, permanent, paintless finish.

KIMPREC adds the following advantages to plywood: 1) increases durability and flexural strength; 2) provides resistance to moisture and vapor; 3) armor-plates against extreme abrasion; 4) diminishes grainraising effects; 5) makes the material scuffproof, splinterproof, snag-resistant; 6) affords a stainproof, washable, "wipe clean" surface; 7) creates resistance to chemical action, decay, temperature-extremes, fire, vermin, and mold. Moreover, it is warm to the touch, does not have the chill "feel" of metal surfaces.

Today all KIMPREG is required for military needs. Post-war, however, it will be offered in a variety of appealing hues.

Now is the time to investigate the possibilities of KIMPREG-surfaced materials for your peacetime requirements.

Kimberly Clark Name

A PRODUCT OF

Send Coupon for FREE Kimpreg book: Kimberly-Clark Corp., Neenah, Wisconsin.

"TRADE MARK

NB-545

ig the users of KIMPREG are: Buffelen Lumber & Manu-Line of Business focturing Company; Olympic Plywood Company; Washington Veneer Company; and the Wheeler, Osgood Company; all of whom ore currently producing a Douglas Fit Plywood surfaces with KIMPREG. This product is sold under the trade name of Indexon.

State_____

Ambulance:

WITH the help of local business men, volunteers set up 24-hour service for community

WHEN a group of first-aiders in Narberth, Pa., taught by Capt. Thomas W. Merkle, got word of a used ambulance that could be bought and reconditioned for \$500, they thought it would be a good idea to set up a volunteer ambulance service for their community.

But they lacked the money. So they appealed to the local business men.

'Look!" they said. "A lot of us haven't cars any more, and getting sick people to the hospital in a hurry in an emergency has become a problem. We want to give Narberth a volunteer ambulance service at a cost per family of only \$2 a year. We know where we can buy an ambulance cheap. Will you lend us the money?" The business men came across.

The vehicle was bought and overhauled. Then on two Saturday afternoons, five girls worked five hours, scrubbing, painting, sterilizing-and fi-

nally everything was ready.

Letters explaining the service went out to all residents of Narberth and vicinity. In its first four months, the Volunteer Medical Service Corps, as it is called, had 50 calls, traveled 1,700 miles, paid off its loans, and now has nearly \$1,000 in its treasury.

Of the 36 members of the Corps, 11 are now in the armed service-and letters from these men and women tell how much their training in the ambul-

ance work has helped them.

Five other communities in eastern Pennsylvania are members of the Volunteer Medical Service Corps, all the outgrowth of an ambulance service started by Dr. Frank Boston of Lansdale, Pa. A board of directors, of which Captain Merkle is president, plans the training.

THEODOCIA WALTON BIRD



Capt. Merkle gives instructions to

volunteer driver and nurses

NATION'S BUSINESS



thirty minutes or less by using the Densitometer (shown below) in conjunction with the Spectrograph.

This rapid method of determining the presence of each element and in what quantity allows us immediately to do further refining to eliminate all injurious impurities and then make additions of alloying ingredients as required to bring the molten metal up to your specification.

This is your assurance that you get exactly what you order when you do business with this organization.

MICHIGAN SMELTING & REFINING

BOHN ALUMINUM & BRASS CORPORATION - Detroit 26, Michigan

General Offices Lafayette Building

BUY WAR BONDS



NON-FERROUS SCRAP METAL REFINERS FOR OVER 50 YEARS

Food Muddle - How It Grew

(Continued from page 24)
canned, to supply basic military requisitions.

Another example: Feb. 17, WFA increased the government set-aside on canned orange juice from 30 per cent to 56 per cent; but, March 12, another section of WFA offered for sale 11,566 cases of 1943 pack orange juice, "the balance of a larger amount previously offered for sale."

This is a specific instance of government clearance of two-year-old surplus food items, to make way for even larger requisitions on the new pack. It shows how faulty management perpetuates food shortages—by carrying them over from year to year as WFA inventory.

Other surplus food items offered for sale by WFA in February and March this year included:

728,850 cases of canned peas from the '42 and '43 packs

100,000 cases of evaporated milk

packed in '42 46,139 cases of pork and beans from

the '42 pack 10,000,000 pounds of frozen eggs 400,000 cases of green beans packed

in '42
2,778 cases of "fancy grade" tomato

juice from the '42 pack 15,600 cases of canned tomatoes from

15,600 cases of canned tomatoes from the '41, '42 and '43 packs

1,523,797 pounds of shortening. When Congress demanded an itemized inventory of WFA stocks, it learned that as of Dec. 12, 1944, government storehouses still held 12,858,339 pounds of canned and dried foods from the '41 crop. The items had been continuously in government storage for three years.

As of the same date, combined government holdings of '42 packs were 57,000,000 pounds, plus 325,000,000 pounds still on hand from the '43 pack—when the '44 pack already had been completed! The report also disclosed

400,000 cases of evaporated milk purchased in 1941 and still in government storage, "unfit for human consumption."

On the floor of the House on March 21, Rep. Charles A. Plumley, of Vermont, pointed out:

"WFA has been trying since last December to dispose of 9,600,000 No. 2 cans of string beans of the '42 and '43 packs. Meanwhile, a No. 2 can of string beans is still rationed at ten blue points a can. . . . There are some things about this food situation which smell worse than spoiled tomatoes, rancid lard, and carloads of rotten potatoes."

March 12, WFA offered for sale 217,-



HENLE FROM MONKMET

Farmers not only lack adequate machinery but started out the season with about 2,000,000 fewer workers than in prewar days

Lend-Lease Grocery Basket

IN JANUARY, our lend-lease shipments of food were equivalent to a month's supply, at American standards, for 6,500,000 persons. January's lend-lease shipments were 597,600,000 pounds compared with 391,000,000 pounds in December, '44.

Some of the major items in the lend-lease food total for January:

Butter and milk products	65,103,955	lbs
Meats	185,539,241	**
Fats & oils	36,577,906	97
Fruits & vegetables	65,243,350	35
Grain products	157,601,186	**
Sugar	55,795,508	**
Food specialties	24,467,973	**
Ciggrettes	731,124	**

In addition to lend-lease shipments, we also consigned foods abroad through UNRRA, the American Red Cross and other relief organizations. Other consignments from WFA stocks went to Alaska, the Coordinator of Inter-American Affairs, the British Colony Mission in Washington, the Netherlands Purchasing Commission, Greek War Relief, and the Rubber Reserve Corporation. None of these items is included in the published lend-lease totals.

360 pounds of dried whole milk "stored in Philadelphia." The next day, WFA increased the set-aside on spray process dried milk from 50 to 75 per cent of production for April and May. Here's surplus milk in government storage at Philadelphia and a simultaneous shortage in Washington!

Without going further, it is apparent that WFA has made mistakes. Under pressure of wartime, that could happen in any government agency, and is to be expected.

The trouble is, however, that in the food field we have no real program. There has never been in Washington anyone with authority to map such a program and see it through.

Instead of having one responsible agency with a definite aim—making occasional mistakes as it goes along, and being in a position to correct its mistakes, always keeping in mind the ultimate goal—we have nine agencies working at cross purposes in an attempt to guide our production and distribution of food:

- The Department of Agriculture still administers basic production aids, through county agents and local crop adjustment committees.
- 2. The War Food Administration



Real sleeping luxury...thanks to Rayon's long nap

THE MARK of a luxurious blanket . . . a blanket that's soft as a lullaby, light as a cloud . . . is a deep, full nap. The depth and fullness of the nap is affected by the length of the fibers used. *Rayon staple fibers, being man-made, can be precision-produced to the lengths best suited for the nap of fine blankets. Rayon also makes possible a soft, beautiful luster . . . an unusual clarity of color. *The real significance of this application for rayon is that it brings blankets of great luxury within reach of the budget-conscious consumer. *We cite this as another typical example of how rayon is contributing to the better life for all America. Another example, too, of what is being accomplished through the program of continuous research carried on by the American Viscose Corporation.

AMERICAN VISCOSE CORPORATION

Producer of CROWN* Rayon Yarns and Staple Fibers

Sales Offices: 350 Fifth Avenue, New York 1; Providence, R. I.; Charlotte, N. C.; Philadelphia, Pa. Plants at: Marcus Hook, Pa.; Roanoke, Va.; Parkersburg, W. Va.; Lewistown, Pa.; Meadville, Pa.; Nitro, W. Va.; Front Royal, Va.

A better way to buy Rayon Fabrics



This identification is awarded only to fabrics containing CROWN rayon, after they have passed the CROWN Tests for serviceability.



But you don't need to give your right eyefor this finer pipe-tobacco just 25¢

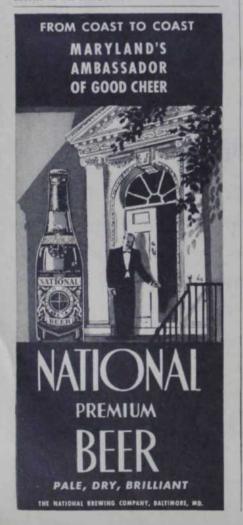
Country Doctor Pipe Mixture

the pipe smoker's ECONOMY-LUXURY 25 Extra-pleasureful 25¢ pipefuls, for



TRY IT TODAY

lf your dealer doesn't have it-write Philip Morris & Co. Ltd., Inc., 119 Fifth Ave., N. Y.



- allocates all basic foods between civilian, military and lend-lease
- 3. The Commodity Credit Corporation finances all government pricesupport programs, stores surplus holdings, estimates annual requirements.
- 4. The Defense Supplies Corporation administers distribution subsidies on butter, flour, meats, sugar and several lesser commodities.
- 5. The Foreign Economic Administration handles all lend-lease transac-
- 6. The Office of Price Administration fixes wholesale and retail ceilingsbut is without authority to hold basic farm prices within its retail ceilings!
- 7. The War Production Board allocates fertilizers and basic materials for farm machinery, trucks, and equipment-but has no control over the type of production which may be called for with the machinery made available.
- 8. The War Manpower Commission and Selective Service have full au-

- thority over farm manpower-the crux of the production problem.
- 9. Finally, Rural Resettlement Administration and Rural Electrification Authority are fussing around the fringes of every farm production problem.
- In addition, through special treaty arrangements, the State Department has a voice in fixing our annual supply of sugar and coffee.

When the war came, a demand arose for a centralized food administration to bring together all aspects of national food management. A War Food Administration was created by presidential executive order early in 1942, but that agency has been through reorganization upheavals four times in three years.

Never has there been a central

agency to say:

"Next year we will need so much food. We shall get it by this production, plus these imports; with this much fertilizer, so much farm machinery, so many trucks, and this much manpower."

In 1944, the Department of Agriculture estimates, 21 per cent of our food production was diverted from normal civilian channels. In round numbers, 90 per cent of our population got about 79

U. S. Chamber's Recommendations

FORESEEING the need for an adequate food program, the U. S. Chamber of Commerce in May, 1943, proposed these measures:

First: Assurance, when production plans are being made, that prevailing price levels at the time products are ready for market will be sufficient to compensate fully for the expenses of efficient production, including essential labor, and to provide incentive for continued production if necessary.

Second: Protection of the farm labor supply from depletion as the result of the operation of ill-considered administrative policies; and effective provision for emergency supplies of labor both from local sources and nearby areas.

Third: Supply of necessary farm machinery to replace so far as possible the loss of manpower which has taken place and to permit needed expansion in production of food and feed crops. To this end, government agencies should cooperate to insure the production of a timely and adequate supply of farm machinery.

Fourth: Centralization and clarification of administrative authority among government agencies to restore that confidence in the minds of farmers which is essential for maximum food production.

A Book Full of Adventures

(which we hope never happen!)

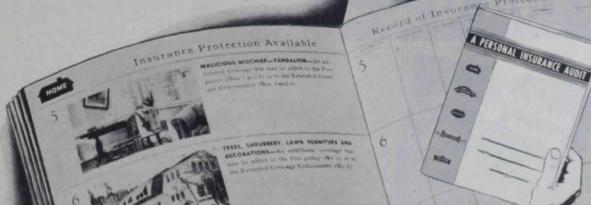
Send for your FREE copy today!

DO you know, offhand, just what hazards your fire and casualty insurance covers? Are you sure that increased property values have not rendered your insurance inadequate? Have you a complete written record of your insurance protection, detailing the contingencies it covers? If not, you need this free U.S.F. & G. Personal Insurance Audit

Clear, simply-worded, and with each hazard illustrated, this new Personal Insurance Audit Book enables you to make your own complete insurance audit. It provides a permanent record of property value, amount of present insurance, 'amount of premiums, expiration dates, etc.—your fire and casualty insurance picture at a glance.

To obtain your copy, simply fill out and mail the attached coupon. Your Personal Insurance Audit Book will be delivered promptly with our compliments. Mail coupon now.

Consult your insurance agent or broker as you would your doctor or lawyer

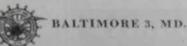


U. S. F. & G.

UNITED STATES FIDELITY & GUARANTY CO.

FIDELITY & GUARANTY FIRE CORPORATION

HOME OFFICES



UNITED	STATES	FIDELITY 8	& GUARANTY	Co.
143 E. I	CEDWOO	DO STREET,		
BALTIMO	DRE 3, 1	MARYLAND.		

52

53

54

42

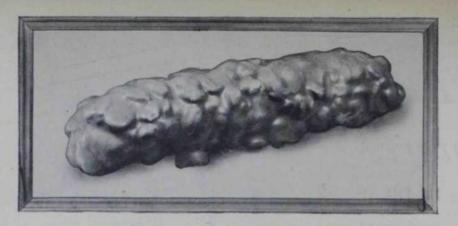
Please send me a complimentary copy of your new Personal Insurance Audit Book.

Insurance Protec

Name

Address

State



PICTURE OF A PACKAGING PROBLEM



Our specially designed DF machine solved a tough problem for candy bar manufacturers:—the making of a perfectly formed and attractive wrap over an irregularly shaped bar. So well has this machine met every requirement, that an ever-growing number of candy manufacturers are using it.

A great variety of other products are likewise given sales-producing wrapping by our machines . . . Remember this when you have a packaging problem.

Write for our booklet "Sales Winning Packages"

PACKAGE MACHINERY COMPANY, SPRINGFIELD 7, MASS.
NEW YORK CHICAGO CLEVELAND LOS ANGELES TORONTO

PACKAGE MACHINERY COMPANY

Over a Quarter Billion Packages per day are wrapped on our Machines



STEIN BROS. MFG. COMPANY

this new booklet... Stebco "Sales Helps."

Sales Case Specialists over 25 Years...231 S. Green St., Chicago 7, Ill.

per cent of the food supply. Our military forces got 14 per cent, and the remaining seven per cent went to lend-lease and other exports.

This year, military needs are considerably larger, first because we are feeding about 1,000,000 more prisoners of war; second, because food shipments are increasing weekly to provide subsistence diets in the liberated areas; third, because we are building up food stockpiles for expanded operations in the Pacific.

In the face of these increasing overseas demands, our food production is smaller this year than last, limited sharply by manpower, farm machinery and fertilizers. Distribution is restricted by transportation difficulties, a shortage of farm trucks, and maladjustments in OPA ceiling prices.

Facing the most critical planting season of the entire war, U. S. farmers began 1945 with less labor than at any time since the Department of Agriculture began keeping these records, 21 years ago. Total farm employment in March was reported at 8,400,000, including all family workers (many of them older men and women)—about 150,000 fewer than a year earlier, and about 2,000,000 below the prewar average.

Repair parts scarce at home

NEXT to manpower, machinery and fertilizers, trucks are the farmer's biggest headache. Because repair parts are hard to get, a disabled truck may be out of service four to six weeks. WPB reports that, since auto rationing began, March 9, 1942, only 375,401 trucks have been released for civilian allocation here at home. Farmers, of course, got only a few of these. In the same three years, 1942-'44, Foreign Economic Administration reported lend-lease shipments of 355,059 trucks to Russia alone. Several hundred thousand additional trucks went to Great Britain, France, Australia, India, China and Africa.

Moving from the fields of primary production, we encounter a new set of government-made bottlenecks in food distribution, principally because of artificial price dislocations flowing from conflicting federal orders.

As compared with August, 1939, average food prices to city consumers had advanced 46 per cent by February this year. Government price-support programs have hiked all farm prices, while OPA ceilings have sought to hold the 1942 line at the retail outlet. Between these two policies, food processors and distributors have been caught in a vise of steadily diminishing operating margins.

Dairy industry net earnings dropped from 3.5 per cent of sales in 1939 to 2.2 per cent in '43. So it went with meat packers, flour millers, canners, bakers, confectioners, coffee roasters and sugar refiners.

These are the principal reasons the Department of Labor finds basic foods increasingly scarce in the grocery stores and butcher shops. Housewives now must spend hours trudging from store to store to find the particular item

The Labor Department checks once a month on the availability of 24 food staples in 56 cities. As of January 16, it found 34 per cent of the stores without beefsteaks and roasts, against 24 per cent in December; 56 per cent had no veal, compared with 33 per cent in December; 36 per cent were out of shortening, against 13 per cent in December.

For the country as a whole, 18 per cent of the stores had no sugar, but in New York, 33 per cent were without this item. In San Francisco, 83 per cent were without bacon, 81 per cent without veal, and 65 per cent without shortening.

For all cities, 35 per cent of the stores were out of butter, but in New York, the "no-butter-today" sign was displayed by 53 per cent of the stores, and in Bos-

ton by 52 per cent.

If you can't find beef, remember all packers now are required to set aside for government account 70 per cent of their "utility" grade beef for canning. Prior to February, the set-aside requirement on this item was 50 per cent.

All beef graded "choice" or "good" must be held by the packing plant until government buyers make their purchases. The Government serves notice it may buy up to 60 per cent of the slaughter in these preferred grades. But in no event may the packer offer such beef for sale until government procurement agencies have made their bids. This regulation has the effect of withdrawing from the market the entire production of choice and good beef, although 40 per cent later may be released to civilian channels.

Ample supply—a scarcity

POTATOES went under government control Jan. 31. War Food Order 120 prohibits shipments of potatoes from the principal production areas except "under permits issued by WFA." Only those cars the Government rejects are released to civilians.

By all previous experience, our potato supply was ample. But growing shortages of other food threw an extraordinary demand on the potato market, and this unanticipated consumption was tending "to divert seed potatoes away from planting areas."

Fruit canners now must set aside about 60 per cent of their total pack for government account; and vegetable canners must hold 48 per cent for WFA orders. Regulations cover 13 major fruits and 15 major vegetable packs.

In other words, about half the newpack canned goods is to be withdrawn from the market before the 125,000,000 civilian population gets even a chance to "cash" its ration coupons.

The butter set-aside for April was 40 per cent, and for May is 55 per cent of total production-against 20 for February and 25 for March.

March 10, WFA increased the setaside on rice from 60 per cent to 100 for the balance of the present crop year,



"NEW INDUSTRIAL PLANTS are definitely contemplated by almost one-third of the larger manufacturing firms in U.S., according to a survey by American Institute of Steel Con-

"Among 673 firms with a credit rating of struction. \$1,000,000 or more, 208 want new plants or considerable extensions for peacetime pro-

"Many companies plan to discard older plants, to take advantage of wartime advances in engineering, equipment, design, machine tools and layout; a sharp tendency is noted toward one-story construction; also a movement away from congested areas to air, light and elbow room of smaller communities . . .

As reported by Nation's Business

AN INVITATION

TO THE ONE-THIRD U. S. MANUFACTURERS WHO EXPECT TO BUILD NEW PLANTS

North Carolina is outside the congested areas, yet close to the nation's richest consuming markets-58% of the country's population is within a 600 mile radius.

Although the value of North Carolina's industrial products greatly exceeds the average of southern states, there are no large, congested industrial communities.

Tax trends in North Carolina are downward. An unexcelled network of highways and a splendid school system are already in existence.

There is an abundance of raw materials: Forest, mineral and agri-

Excellent transportation facilities by rail, highway, air and ocean

North Carolina

ers are friendly, intelligent, coopera-

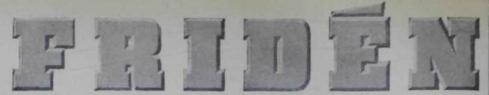
There is ample hydro-electric power at reasonable rates.

North Carolina has an abundant supply of good water to suit the most exacting industrial requirements.

Climate is mild, permitting yearround uninterrupted production and affording savings in construction and operating costs.

If you are planning to build a new plant...investigate North Carolina. Our Industrial engineers will be glad to develop accurate information with regard to your operation in North Carolina, together with the best plant sites. Write 3320 Department of Conservation & Development, Raleigh, North Carolina.

welcomes new NORTH CAROLINA industry; work-



FULLY AUTOMATIC CALCULATOR



and the Multiplier...just touch ONE Key and presto the Carriage is automatically positioned, the Dials automatically cleared, the Calculator automatically counts and shifts until the problem has been completed; then finally both Keyboards are automatically cleared preparing the machine for any subsequent calculation. This is Fridén Fully Automatic Multiplication... and the Calculator, not the Operator does the work.

Telephone or write your local Friden Representative for complete information regarding these Calculators which are AVAILABLE, when applications for deliveries have been approved by the War Production Board.

Friden Mechanical and Instructional Service is available in approximately 250 Company Controlled Sales Agencies throughout the United States and Canada.

FRIDEN CALCULATING MACHINE CO., INC.

HOME OFFICE AND PLANT - SAN LEANDRO, CALIFORNIA, U.S.A. - SALES AND SERVICE THROUGHOUT THE WORLD

"principally because of increased government requirements for rice in liberated areas of the South Pacific."

While many citizens gain the impression that current food shortages arise from tremendous military needs, current WFA figures show that lend-lease allocations of pork, for example, are 25 per cent greater than all requisitions of our own military forces.

In portions of total available supply, lend-lease gets 21 per cent of all U. S. pork, and our own military, 18 per cent, leaving but 61 per cent for civilian requirements. A similar situation prevails in cheese. Lend-lease gets 24 per cent of our available cheese supply this year, against 14 per cent for U. S. military.

In condensed milk, lend-lease gets 22.7 per cent, military 14 per cent; in canned fish, lend-lease gets 29.6 per cent, military 22.4 per cent; dried fruits lend-lease, 26.1 per cent, military 18.4 per cent.

For the first nine months of 1944, lendlease shipments of meats, as reported by the Foreign Economic Administration, were at the rate of 17 pounds a year for every person in the U.S.

From March, 1941, lend-lease food shipments aggregated \$4,261,605,000 through December, 1944, but a little more than half of this total (\$2,171,468,-000) was shipped during 1944.

To relieve the insistent lend-lease demand for beef, pork and lamb, OPA established ceiling prices last December on horse meat for export, using as a base price \$14.50 per cwt. for "cured boneless horse meat" f.o.b. East and West Coast packing plants.

Too much going abroad?

SINCE overseas demand for U. S. foods obviously far overreaches available supplies, the office of War Mobilization recently set up a new coordinating committee of experts in the FEA to double screen all export allocations. With U. S. civilians already cut down to 60 and 70 per cent of available supplies in some basic items, America's nutritional standards are in imminent danger.

A recent European food survey by UNRRA indicates that the entire Continent is on a malnutrition level, with the possible exception of Germany. Most of Europe is getting eight to ten pounds of animal fats per capita yearly, against a minimum subsistence diet of approximately 30 pounds.

For April, May and June, UNRRA asks for 395,000 tons of U. S. food, including 5,000 tons of meats, plus 9,000 tons of soap. UNRRA estimates that 60,000,000 "needy war victims" throughout Europe already look to it for supplemental food allocations.

Outside of Canada, where meat rationing was abandoned more than a

year ago, hard-pressed Russia has shown perhaps the greatest improvement in food supply during the past year. We have shipped 20,000 tons of cereal seed to the USSR, and a second allocation of 20,000 tons of vegetable and field seed is on the way.

March 15 an Associated Press dispatch reported Moscow looking forward to the "best spring and summer season of the war."

"The best news in many months," this report continued, "is a second reduction in prices in Russia's commercial food stores, where you can buy unrationed quantities of everything from filet mignon to day-old eggs.

"The finest cuts of beef have been reduced by 15 per cent, pork 18 per cent, mutton 16 per cent, and salt pork 14 per cent. Bacon and chicken remain the same, but turkey is down 11 per cent and goose nine per cent.

"Butter has been reduced 25 per cent, cheese is cheaper by about ten per cent, and chocolate—which Russians love so well—is down 18 per cent."

Will Congress find out why U. S. rationed food items are becoming cheaper in Moscow, while still going up at home—when they are to be had at all?

A pinch in food was bound to develop as the war dragged on, but lack of coordination, and hit-or-miss controls have made our situation immeasurably worse.

So far as one may judge the present temper of Capitol Hill, the time has come to do something about it.



Help Needed . . .

THE Women's Land Army wants town and city women to work on farms again this year. In fact, of the 4,000,000 emergency workers needed, 750,000 must be women.

As in previous war years, the greatest need will be for seasonal farm work—teachers and college girls with two to three months' vacation; business girls willing to spend part of their vacation, some evenings, or week ends in emergency farm work; housewives who, when the local call comes, will help save a crop of beans or berries.

Prevailing wages are paid for the work done.

Information about farm work, can be had from the county agricultural agent or the local farm employment office, or by writing to the Women's Land Army supervisor at any state agricultural college, or to the Women's Land Army, United States Department of Agriculture, Washington 25, D. C.



LEADS the WORLD

Smoking Pleasure

PUR-O-MATIC

Exclusive with Royal Duke

SCIENTIFICALLY DESIGNED TO TRAP IMPURITIES



Over 2 Million Men Rely on its Protection

The shape illustrated above can be had at

\$1.50 \$2.50 \$3.50

CONTINENTAL BRIAR PIPE CO., Inc. 608 Fifth Avenue, New York 20, New York



Ingredien

IT TAKES something more than size, vast resources, good climate and industry to make a country great

EVEN our foreign friends who regard the United States as "the world's greatest sucker nation," according to Walter Davenport's returned Canadian soldier. do not deny the country a certain great-

It puzzles them. Add up all the known factors-a new country of vast size, incredible natural resources, favorable climate, industries, populationplus good luck, and still the achievements of the past century are not accounted for.

They don't add up to the result. Somewhere there is a missing factor.

Perhaps the missing factor that accounts for the achievements of the century is the unusual relationship that existed between the men who gave orders and those who carried them out. It was something very different from the relationship of bosses and workmen in other countries-and may no longer

A thousand examples could be given of how it worked out. Here is one of

Seventy-six roughly dressed men, engineers and foremen, were gathered in the one-story hotel at the mouth of the Mississippi. They faced a slight wiry man with a chin beard and shaven upper lip, wearing a frock coat and derby hat.

"Men," he said, "the money has run out. If you're willing to work six months for certificates of indebtedness, we can put this job through. If not, the job has

to shut down. What do you say?"
"How do we eat?" called one of the
men. But it wasn't necessary for the speaker to answer him. The other 75 crowded around James Buchanan Eads and assured him that the work would go on, money or no money.

However, eating was a problem that had to be met, so the men appointed a delegation to go to New Orleans and see if they could find a wholesale grocer who would help them out.

"If 75 men will work six months without cash," said the first man they put the proposition up to, "I can take a

Continental Atmosphere TARIFF from \$6 16TH & K . WASHINGTON, D. C.

saver in Shipping Department," say users of Marsh Stencil Machines, Brushes, Inks! Three sizes to meet Gov't Spec., 1', 3/4', 1/2'. For sample stencil, shippers' handbook and prices, pin this to business letterhead, with your name. with your name MARSH STENCIL MACHINE CO. 72 Marsh Building Belleville, Ill., U.S.



OTOGRA FOR COMPETENT **PHOTOGRAPHIC** SERVICE in the U.S.

ond Canada, deal with professional photographic studios
which display this emblem.

• Get this valuable list. If you have occasion to
require photographs from distant points, a request on your letterhead signed by a company
official will bring you without charge our 164page Classified Membership Directory and
assure your receiving it annually thereafter.

White Charles Abel Fraction Membership Write to Charles Abel, Executive Manager,

THE PHOTOGRAPHERS ASS'N OF AMERICA 520 Caxton Building . Cleveland 15, Ohio



A new catalog of EWC Disc Wheels, as well as Illustrated Bulletins pertaining to other EWC Wheels of all types and all sizes, are yours for the asking. Also, we can give you valuable engineering help based on over half a century of experience. Write today.



chance, too. Keep putting your orders in till I tell you to stop."

The United States Government had made a contract with Eads to build jetties at the mouth of the Mississippi to deepen the river by the scouring force of the current, increased in speed by being confined in a narrower channel. The amount Eads was to receive for a 30 foot depth was \$7,500,000—but nothing was to be paid until the channel reached 20 feet, when he was to get the first \$500,000. Other payments were to be made as the work progressed, but most of the money was to be held back until Army engineers had certified that there was 30 feet of water in South Pass.

Eads was a rich man. He put all his money into the project and so did a great many of his friends. New Orleans, chief beneficiary of the plan, never had any faith in it—"the channel would just silt up again—" and most of the local bankers and business men refused to help.

Finally he put the certificates of indebtedness proposition up to his men, and his engineers and foremen and a New Orleans wholesale grocer came to his rescue.

Built a large seaport

ONE of the 75 was still living in New Orleans a few years ago. He described the scene on that October day in 1879 when the men, summoned by the alarm bell, gathered around a messenger with a telegram. He read aloud the message saying the Government had accepted the Eads jetties. The men cheered, flung their hats in the air and started an impromptu celebration. Eads would never allow liquor on the job but he happened to be up north on business when the telegram arrived and for once the rules were relaxed.

Eads made New Orleans a great seaport. Until the completion of the jetties, even the railroads avoided the city. The Mississippi flows into the Gulf of Mexico through a number of channels locally known as "passes." They were obstructed by bars and shoals, so there never was a channel of more than nine feet.

Eads believed that by building jetties the increased force of the current would scour out a deep channel and keep it open.

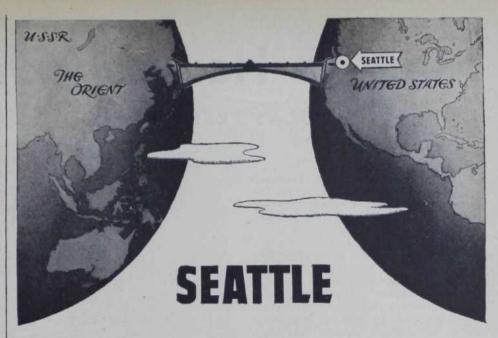
Persuading other people was something else again, even after Congress had authorized the project. Eads had to fight until the day of the acceptance of the jetties, and even then the Government held back \$2,000,000 of the \$7,500,000 for 20 years as a guarantee that the channel would remain 30 feet deep for that period.

When Eads was congratulated on the successful completion of the work his reply was characteristic of the man.

"Thanks," he said, "but I never was in any doubt as to the outcome. The figures showed I was right before I started."

Multiply Eads and his men by many thousands and you get a glimpse of the factor that made America great.

-MORRISON COLLADAY



The Bridge Between the United States and the Pacific Ocean Trade Area

In the after-war world the Pacific Ocean will hold an importance similar to that of the Atlantic during the preceding generation. As the port nearest to our own Alaska, to Russia's Pacific frontier, and to an awakening China, Seattle faces an era of commercial expansion.

"The largest of many excellent banks in the Northwest" provides special facilities for those interested in any part of the Pacific Rim.

35 banking offices conveniently located in the State of Washington



SEATTLE·FIRST NATIONAL BANK

Main Office — Seattle Spokane and Eastern Division — Spokane

Man on Horseback Fades Out

By LUCAS FREEMAN

No COMMUNITY will be without loss as the war goes into its final stage. The question of how to pay homage to those who have served, particularly to those who will not return, confronts us all.

The fact that those to whom we owe undying gratitude had to be physically fit to serve in the defense of our ideals has made a deep impression upon this generation, so much so that hundreds of communities are planning (or have completed projects) to establish memorials that will encourage sports, recreation and the wholesome use of leisure timesymbols of gratitude paying honor to the past, and of benefit to the living.

These living memorials cover a wide variety of types and construction.

Some take the form of camp sites, picnic grounds, fireplaces and ovens, camp water supply, hiking trails, bridle or bicycle paths, lodges, overnight cabins, hunting and fishing reservations, and tree and wild life preserves. Such out-of-doors projects may grow from small beginnings to become valuable civic assets, and the center of much community life and activity.

Recreation parks as memorials

ALSO popular are parks for recreation and relaxation with benches and shelters and play centers for small children; and with golf courses, archery and marksmanship ranges, tennis, volley ball, badminton, lawn bowling, shuffleboard and baseball, soccer, track and field events, rodeo, hockey, boxing, mass calisthenics and pageants. Whether the local stadium can seat 1,000 people or 100,000-it is a place where home folks can get together to watch or to take part in healthful activities. It is a symbol of community pride and gratitudea living memorial.

Lest we forget the purpose of the structure, an expression of sentiment, combined with or in addition to the tablet of dedication, is usually made a part of the project and placed at a spot prominent in the memorial.

Among the hundreds of communities considering this type of undertaking

Coral Gables, Fla., has proposed a \$75,000 Youth Center with facilities for both indoor and outdoor sports, and including a library, lunch room, music room and dance hall, and a crafts room for sculpturing and clay modeling.

Paducah, Ky., has bought two blocks of property for a municipal recreation

Muskegon County, Mich., is planning



MEMORIALS being planned for this war show appreciation better than rusty cannon and bronze statues

to build an auditorium and civic and recreation center.

The American Legion in Detroit, is conducting a campaign to raise \$2,000,-000 for a Legion Memorial and Recreational Home.

Northampton, Pa., is going to put up a community center to cost \$50,000; and \$37,400 in war bonds have been earmarked for an adjacent park and municipal swimming pool.

Harvey, Ill., is raising funds for a memorial YMCA building.

Louisville, Ky., is considering four recreation centers, including horseshoe courts for older children and adults. Because of the constant use which can be made of such parks and playgrounds,

they make an ideal type of community memorial.

Fields for team play which provide baseball and soft-ball diamonds, football, soccer and speedball gridirons. running tracks with adjoining pits and runways for field events, and lacrosse, polo and hockey fields are also on the lists of worth-while projects.

Indoor sports centers with gymnasiums for all court games such as basketball and handball have met with wide

approval.

Other community groups look with favor upon physical fitness centers including health clinics as well as gymnasium and game facilities and built around an established institution such as a school, church, club, YMCA or other

Water-front parks with improved beach facilities and swimming, boating and fishing areas, as well as piers, floats. docks, casting pools and boat houses are seen as desirable out-of-doors memorials by communities having suitable ocean, lake or river frontage.

Lacking usable water areas, many communities are going in for outdoor and indoor swimming pools-with or without separate wading pools and diving bays-with seats for spectators.

Winter sports centers are contemplated, too. Ski trails, ski jumps, ski lodges, toboggan runs and cabins, skating rinks and racing courses, skating shelters, dog sled and snowshoe trails are expected to prove popular.

Some of the larger and wealthier communities are planning to erect stadiums.

Arkansas City, Kan., is planning a municipal hospital to cost in the neighborhood of \$350,000.

Ferndale, Calif., will construct a municipal memorial building.

Thus is the living memorial taking different forms, depending-with due respect to local needs and resourcesupon the service it can render. It is not necessary to commemorate our heroes by simply erecting so much cold brick, steel and mortar.

In choosing the type of memorial to erect, most of the communities have first made surveys as to the kind most desirable, either by poll or vote; and have called upon the advice and guidance of competent architects, engineers and builders. To do this-in the planning and erection of a living memorial-is to do exactly what the term implies: to construct a memorial that will "live" and be a symbol of gratitude and appreciation for those men and women who made our victory possible.



but do you know what they mean in Insurance?

As generally used in insurance, the complete phrase is "capital stock company"—a name derived from the fact that a capital fund has been provided by stockholders.

"What," you may ask, "is the practical importance of this to me?" Just this. When your policy is with a capital stock company such as those comprising the Aetna Insurance Group, you have the satisfaction of knowing it is backed by both a paidin capital and surplus. You are never liable for assessment.

The confidence which the public feels in capital stock companies is well indicated by the fact that almost 80% of all fire insurance is placed with such companies.

Capital stock companies also operate through local agents and brokers—a method of doing business first adopted by the Aetna. This localizing of insurance service enables you to obtain face to face advice on your individual needs—to have changes made in policies at a moment's notice—and to secure prompt advice in event of loss.

Since 1819 no policyholder has ever suffered loss because of failure of the Aetna to meet its obligations.

WARS	CONFLAGRATIONS	DEPRESSIONS
1846	1835—New York City	1819
Mexican War	1845—New York City 1851—San Francisco	1837
1861 Civil	1866—Portland, Me.	1843
War 1898	1871—Chicago 1872—Boston	1857
Spanish-	1877—St. John, N. B.	1873
American War	1889—Seattle; Spokane 1901—Jacksonville, Fla.	1893
1917	1904—Baltimore	1907
World War I 1941	1906—San Francisco 1908—Chelsea	1921
World War 2	1914—Salem 1941—Fall River	1929

DON'T GUESS ABOUT INSURANCE—CONSULT YOUR LOCAL AGENT OR BROKER



Atna Insurance Group

Listen to
LELAND STOWE
Blue Network
Saturdays 7:15 p. m., E.W.T.

HARTFORD, CONNECTICUT

AETNA INSURANCE CO. . THE WORLD FIRE & MARINE INSURANCE CO. . THE CENTURY INDEMNITY CO. PIEDMONT FIRE INSURANCE CO. . STANDARD INSURANCE CO. OF N. Y. . STANDARD SURETY & CASUALTY CO. OF N. Y.









Workers Like a Pat on the Back

(Continued from page 27)

and management and were extremely jealous of each other. Seldom did you hear one workman volunteer a complimentary remark about another. But I found that, in large measure, this was the same sort of treatment they were receiving from higher up so they took their feelings out on their associates.

I do not mean that their foremen or bosses were cruel or overbearing—simply that few in a supervisory capacity knew enough about human psychology to be just as particular in praising as in reprimanding. The men felt that, if they made a mistake or did a poor job, they were certain or likely to catch hell for it whereas, if they did a thing well or did more than they were paid to do, no one seemed to notice it.

They were socially submerged. In their efforts to be noticed, some would come on the job drunk. Others turned to various forms of horseplay, telling dirty jokes, shooting craps in defiance of orders, failing to return borrowed tools, griping about management and routine, and plain and fancy loafing.

These men were not only poor producers and expensive producers; they were unhappy people. They were the "forgotten men" of industry and they knew it, resented it and behaved accordingly.

A novel daily paper

ONE day I proposed in a safety meeting that we start a "daily paper."

We named our paper "The Daily Scotchman." One of the welders made an easel in his spare time and a man who had done a little commercial art work drew me a "masthead" in a sort of half circular form saying in large black letters "The Daily Scotchman." Added as part of the "standing matter" was this:

"The smallest daily paper in the world. The only paper on earth where the readers go to the paper rather than the paper to the readers. Most rapid news service of any paper on earth. Devoted to thrift, economy, conservation and honor. Let the good that men do be PROCLAIMED—let all else soon be forgotten."

Right in front of the toolcrib worked Gus Prewitt boring mild steel with a \(\frac{3}{16} \) drill. I stepped out of the crib and approached him:

"Gus, why don't you see how much you can make that drill do without sharpening. I want to get something for "The Daily Scotchman."

Until then Gus had not understood how the words, "Let the good that men do be proclaimed," applied to him. He went to work, using caution and care. When the job was finished he proudly told me that he had drilled the equivalent of 11 feet and four inches through mild steel without breaking or seriously dulling the little tool.

I turned to a typewriter in the toolcrib and wrote on a sheet of paper:

"GUS PREWITT SETS A RECORD WITH A 3/16 DRILL TODAY!"

Then I followed up with a story about how Gus had achieved this stunt and I printed his explanation of how he had managed to get so much work out of the tool without breaking it. I wound up by stating where Gus had previously worked, who his wife was before her marriage and the names of the Prewitt children.

This paper I fastened under the prepared masthead with a piece of Scotch tape.

"The Daily Scotchman" was off.

Workmen make the news

OTHERS read what Gus had done. Soon two maintenance men came to me with hands full of good machine bolts, which they had sorted out of a pile of salvage, along with some screw anchors, lag bolts and half a box of copper rivets picked up off the floor.

"BAKER & MCFALL SCORE FOR ECONOMY TODAY," said the next story. I quoted both Baker and McFall on importance of economy in production.

These men were being quoted. They counted for something at last. They had found a decent and desirable way to come to the attention of their fellow factory workers.

Before the end of the first day the space on the easel was entirely taken up with "stories" about what various workers had done. At the end of the shift I pulled off the slips of paper and started with a clean slate at the beginning of the next shift.

The fame of "The Daily Scotchman" spread among the men and even way up in the production department almost a quarter of a mile away. Machine operators brought in adjustable wrenches found on the floor. Toolsetters brought in materials maintenance men had left on the job. Clerks in the offices were on the alert for lost cold chisels and screwdrivers. No matter how small the item, if it was a good deed, it got a story in "The Daily Scotchman," written just like an item of news in any daily paper.

Then Wendell Willkie came to town.

While he was quartered at one of the prominent hotels I sought an interview with him and told him briefly of my experiment in the human side of industrial management. I told him I wanted the men to know that their "paper," "The Daily Scotchman," really counted for something. Would he give me an interview. Mr. Willkie was glad to help me.

The next thing that greeted these workmen when they approached the toolcrib was:

"WENDELL WILLKIE GIVES

TRANSFORMERS

for the World of Tomorrow

The electrical and electronic world of tomorrow will find Acme engineers ready for the peacetime transformer applications of war time developments. Whatever your transformer needs, Acme can supply designs for better performance.



The Acme Electric & Mfg. Co.
Clyde, N. Y.
Clyde, N. Y.

TRANSFORMERS

TRANSFORMERS





READERS OF DAILY SCOTCHMAN PAT ON BACK.

"February 3—Flash! Wendell Willkie, candidate for President, today sends personal greetings to readers and sponsors of 'The Daily Scotchman' and assures them——etc."

Now the men knew they had an institution of dignity and decency in their daily paper. Had they not received recognition and praise from a candidate for President of the United States? They kept on doing things, good things. One day an old Swedish toolmaker came and presented me with 24 chip chutes for a certain machine. He had made them from mild steel picked out of the scrap pile. They were even more durable as repairs than the cast chutes with which the machines were equipped. What he did saved ordering new chip chutes for a long time. He got a "story" in "The Daily Scotchman."

At the close of the shift many would come and ask me if I cared if they took the story off the easel so they could show their wives. In one year we published more than 3,800 stories about shop achievements. Sometimes I would purposely have someone lose a chisel or a screwdriver to see how long it would be in returning to the toolcrib and "The Daily Scotchman." It became virtually impossible to lose a tool, even a small one, in a large factory building full of roaring machines and more than 1,500 workers.

Many items were recovered

SO MUCH material came back in the way of bolts, nuts, screws, screw anchors, expansion shields, spring steel, stainless steel, brass, copper, sandpaper, emery cloth, beltlacing, capscrews, machine screws, etc., that I had to make arrangements with the maintenance department to let me use some of the department's wooden bins in which to store the recovered materials.

Sometimes when we could not obtain a given item for the plant, we found that some workman had salvaged a replacement maybe two or three months before it was needed. How much material the men actually manufactured into new machine parts I have no way of knowing but I do know that nearly every day some workman—in his spare time—produced an item of repair right out of the scrap pile.

I became convinced that money is not all the workman wants. He wants appreciation for what he does and, when he gets it, he will do a better job.

I never referred to myself as editor of "The Daily Scotchman." In fact, I never referred to myself at all. In conversation with the men I always called myself their "clerk" and impressed upon them that they, in fact, were the editors of "The Daily Scotchman" since it was they who created the material for it and without them the "paper" would cease to exist.

This tended to throw the responsibility wholly upon the men themselves. It

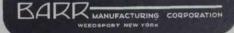




AN electric clock without cord or plug — unaffected by electric-current interruptions. Polished brass in gleaming crystal on a fine natural walnut base. Soon at your dealers.*

Fine Gifts

*At present we're 100% on war work.



Two Ways to Solve Your Product Marking Problem

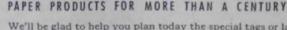




Right now you're up to your ears in war production. But you probably are still thinking about a new product to be made when peace comes. You're also probably thinking about marketing that product . . . how to trademark it, package it or how to get your story across at the point of sale, among other things.

That's where Dennison comes in. Whatever your marking problem, remember there's more than a century of specialized experience at your beck and call here in Framingham. So when the time comes, put your problems up to







We'll be glad to help you plan today the special tags or labels that can be manufactured tomorrow. Present production at Dennison is given over to war work, but development work with the leaders of American industry still goes on. Evidences of past performances are given in an interesting booklet on product marking and identification. Get the coupon that will bring yours to you in the mail today.

TAGS · LABELS · SET-UP BOXES · MARKING SYSTEMS · PAPER SPECIALTIES

Der	nnison	Man	ufac	turing	Cor	npany
74	Ford.	Ave.,	Fran	mingh	am,	Mass

Please	send	me	with	out	0	bliga-
tion, b	ooklet	"If	You	Cou	ld	Only
Be at I	Every	Poir	at of	Sale	21	

Name	
Firm	**********
St. & No	
CityZone	State

was entirely their own property, their own means of self expression. If they liked it it was up to them to make it succeed. To make it succeed all they had to do was to devise ways of getting themselves into it. They soon learned that every worthy act they did was read by hundreds of their fellows daily and by numerous foremen and supervisors.

Near the close of a shift I would make note of those who had been "written up" during the shift and an hour before quitting time I would type on a piece of paper: "Contributing Editors Today": and here I would list the names of the men who had done something to "make" headlines during the shift.

With a bit of tape this slip of paper would be attached to the "masthead."

I had to carry out my experiment with diplomacy. I had been hired as a common worker and to have disclosed that I wanted something aside from a workingman's wages would have cramped my style somewhat. I could make a better appraisal of the workingman's needs as a worker than if I assumed the role of an "investigator" just out of a swivel chair for a brief experience.

The work of being a factory hand and at the same time being editor of "The Daily Scotchman" entailed an enormous amount of effort. So I decided to get out from under it if I could.

One day I "published" a story to the effect that "The Daily Scotchman" had been sold to a metropolitan daily and would no longer be published after the close of the shift on that day.

Demand continued publication

BEFORE much time had elapsed a petition was handed through the window of the toolcrib on which was scrawled with a red pencil: "We want 'The Daily Scotchman' every day." Although this brief plea had been circulated little more than an hour it was signed by more than 100 names. I was unable to abandon what I had started. I had to get some other method of escape. So after two more months I got the management to transfer me to another building.

What I found out in "The Daily Scotchman" experiment has convinced me of the need for a new type of factory or shop publication.

I am convinced that a plant publication edited in the plant by some one actually in the plant, and about the doings in the plant and with particular reference to the merits of individual workmen, will not only pay its own way but show a good profit.

But the publication must be edited at the point of production. Putting the factory manager's picture in the paper is all right but it doesn't necessarily save tools and materials and increase ouput. In view of the experiment I conducted, a factory publication should be, and can be, an actual means of decreasing costs and increasing output per man. And best of all it helps the workman realize the dignity of his efforts and his importance as a citizen.



LMS Pipes \$1.50 to \$10 - AT ALL GOOD DEALERS
L. & H. STERN, INC., 56 Pearl St., Brooklyn 1, N.Y.



Research makes the headlines — sometimes, but pays dividends—always.

Thought-catalyzing illustrated brochure now available

FOOD RESEARCH LABORATORIES, INC.

48-14 Thirty-Third Street
LONG ISLAND CITY—1, NEW YORK, N. Y.
RESEARCH, ANALYSES and CONSULTATION
For the FOOD, DRUG and ALLIED INDUSTRIES

About Our Authors

Lawrence Sullivan: Has been following the food situation for a long time. In 1942, five months after Pearl Harbor, he wrote "Plans May Deny Us Food," for NATION'S BUSINESS. He has had frequent other articles about food in this magazine. His contribution this month will provide helpful background both for those whose favorite foods are missing from grocery shelves and for those who wish to follow the congressional study of the situation.

Labert St. Clair: Is an industrial counsellor in Washington, and was at one time assistant to Secretary of Commerce Roper. He is the author of several books on business subjects and has written numerous magazine articles.

Lewis A. Lincoln: Includes essential biographical facts in his article.

Junius B. Wood: Found his interest aroused by a man who asked, "Why is every luncheon or dinner I go to addressed by a foreign general?" His article this month supplies one answer—together with some suggestions that will help you to evaluate some of the ideas that are finding their way into general discussion.

Edward N. Allen: Former president of the National Retail Dry Goods Association, is President of Sage-Allen and Co., Inc., Hartford, Conn., department store. He is Chairman of the U. S. Chamber's distribution committee.

Loyd E. Williscroft: Is general manager of a paint company in Washington State.

Fred B. Barton: Got his ideas about U. S. Soldiers as salesmen for American products by firsthand experience as a war correspondent. He is now in France.

Peter Wood: Is head of the Alaska Information Service, a private enterprise. He has spent much time in Alaska as a worker on various projects, in labor relations and as WMC area director over the territory north of and including Nome and Fairbanks.

C. S. Marsh: Is a Californian whose numerous activities take him to many places, in most of which he has been uncomfortable.

May. 1945

Plan now to use this communications system



finch facsimile

FINCH TELECOMMUNICATIONS, INC. - PASSAIC, N. J.



Tension Bankers Flap Envelopes seal easily and stay sealed even when stuffed to capacity—the wide, high shouldered flap has a gum strip 11/8" wide, sealing to the extreme corners. Use them for important and bulky mail.

TENSION KNOWS HOW



Des Moines 14, Ia. * Kansas City 8, Mo.*

*Originally Berkowitz Envelope Co.





TRUE TRUCK ENGINEERING

> Powerful truck engines— Six chassis types—for 95% of all hauling jobs.

To get your goods from where they are to where you want them, for the least money, with the utmost sureness and promptness, is the main reason why you buy trucks, isn't it?

That's the basis of Ford Truck engineering. There's a proper Ford Truck for 95 per cent of all hauling jobs. Whether you haul clothespins or cattle, bricks or bedsteads, gasoline or grapefruit, one of the 126 Ford Truck chassis and body combinations is practically certain to fit your needs. It will have the right kind of power and plenty of it, giving you ample engine torque over a wide range of road speeds. It will have brakes, clutch, frame, axles, and other chassis units that are massive and sturdy—truck-engineered for your loads and roads.

It will have what's needed for economical operation and maintenance. It's because of Ford truck engineering that more operators use Ford Trucks than those of any other make.

o Under government allocation, present production of Ford Trucks is necessarily limited as to types, equipment and quantities for essential civilian needs. See your near-by Ford Truck dealer for free counsel in obtaining official certification of your requirements.

"THE FORD SHOW". Brilliant singing stars, orchestra and chorus. Every Sunday, NBC network. 2:00 P.M., E. W.T., 1:00 P.M., C. W.T., 12:00 M., M. W.T., 11:00 A. M., P. W. T.

FAMOUS FORD FEATURES

- Service ease . . . all chassis units readily accessible, hence—
- · Low maintenance cost.
- · Universal service facilities.
- Extra-sturdy full floating rear axle—pinion straddle-mounted on 3 large roller bearings—3 axle ratios available—2-speed axle optional at extra cost.
- Powerful hydraulic brakes—exceptionally large cast drums.
- · Needle bearing universal joints.
- Shifto-Guide speedometer dial —sayes fuel—sayes wear.



FORD TRUCKS

TRUCK-ENGINEERED . TRUCK-BUILT . BY TRUCKMEN

Capital Scenes ... and



What's Behind Them

An old hand is speaking

ONE of the old-timers on Capitol Hill told a story with a moral:

"A miner went to the grocery store," he said. "He gave his order and then listened incredulously to the grocer's re-

ply: "'What,' said he, 'No butter? No bacon? No sugar? No beef?

'The grocer said, 'No.'

"'I lived better when I was on relief,' said the miner."

The old-timer said the moral is to be found in the future happenings in Con-

Building up for trouble

HE said that everyone knows that, as soon as Germany has been well cleaned up, a psychic earthquake will rattle The



Dome. That's what he called it—a psychic earthquake. Anger and indignationthere's a differencehave been building up for years, along with a multitude of petty grievances. He is

being surprised daily, he said, by the bitterness with which members talk:

"Some of the criticisms are well founded. Not all of them. There are two sides to every question. The one thing of which I am certain is that every one of these bones will be gnawed in front of the fireplace."

He returned to the story of the dissatisfied miner:

"Scores of money-spending projects are in sight. Every one means a lot of money in several congressional districts. If they can be hooked up into a kind of beneficial association, that psychic earthquake may simmer down to a tremor."

But he doesn't think it will.

Lend-lease was what?

LEND-LEASING will be examined crate by crate. Everyone agrees that lend-leasing saved the Allies. The conception was a grand one. It is a good time to emphasize that American supplies kept Britain and Russia in the fight:

'In another year or so we'll be shown another view," he said.

It was inevitable that there should have been unparalleled waste. No one complained at the time. Now and then a

congressman muttered a little. But, if lend-lease goods were used to further the commercial interests of other countries to the injury of our own, Congress will bring out that fact.

Down Argentine way

WERE the pieces on the board juggled around so that we paid out of our own pocket for an injury done us in the Ar-



gentine? He does not know. Did we capture an island and did the one Briton with our fleet run up a British flag where no British flag had ever been before? Did Russia bluff us into some secret oil

agreements to our hurt? Do we get any bases and do we want them? When the Japanese power has been destroyed, do we get all the strategic islands in the Pacific or only a few of them? What is the truth about the Chinese situation? To what extent have we been committed to developing the natural resources of other countries at our own cost? We have had one of the great hydraulic engineers of the day looking at a multibillion-dollar project in China. To what extent has the Army reconstructed and rehabilitated in France for non-military purposes? Congress will ask for many answers.

Race politics in Alaska

A STORY has drifted down from Alaska. An Eskimo girl was employed as cook by a family in Nome. One evening a dinner was given at which the guests were Army officers and officials of the federal Government. Service was delayed and the host went into the kitchen to ask what was wrong. The Eskimo cook was putting on her hat and coat:

"I'm going home," she said. "If I'm not good enough to drink cocktails and smoke with those people I'm not good enough to cook for them."

The truth of the story is guaranteed. Perhaps it is not as significant as Alaskans think.

The first Indian state?

THERE are about as many Indians as there are white folks in Alaska. The perennial plan to grant statehood to Alaska is up again. It includes giving all the right of citizenship to the Indians, The solid Indian vote, plus certain accretions from the white folks, would make Alaska the first Indian state.

That is the contention of many Alaskans.

They further maintain that Secretary of the Interior Ickes, who is the overlord of Alaska, and his underlord, Governor Ernest Gruening, are showering the Indians with favors that are not called for by the book. How will they vote, if and when? This may be a oneeyed look at the facts. Congress will want to know. Alaskans here say the Indians are doing better as wards than they could do as voters.

A revolution in reverse?

A PAGE-LONG list could be made of inquiries which will be set on foot as soon as the immediate pressure of war has been lightened.

The 20-year-old struggle to restore the government bureaus to the rule of law will be fired up. Senator Wayne Morse of Oregon has already moved in this direction. An



effort will be made to liquidate most of the 50-odd corporations which are at present free of control. At least two bills are in the hopper to streamline congressional procedure. The House wants to share treaty-advising with the Senate. Both houses want to hear more about that \$6,000,000,000 credit which we may have promised Russia. Or maybe there was just a meeting of the minds. Are other promises outstanding?

Congress and the President

ON CAPITOL HILL many membersperhaps most-hope that the legislative body may soon regain the significance designed for it in our tripartite scheme of government.

They argue that the events of the past 12 years made a loss of position inevitable. They point out that, as vice president, Mr. Truman spent more time on the floor than in his seat. He is on first-name terms with the leading members of both houses. He constantly resisted what he believed to be unwise encroachment on congressional dignity and authority.

The historians say no other incoming president has been on precisely similar terms with Congress.

Right from the grapevine

ARMY gossip is that when we settle down to the job of reconverting the Japs, Admiral Nimitz will be in over-all command. General MacArthur's primary job will be to clean up the Philippines and the other islands. They are good friends and work well together.

When Germany folds up the operations on the mainland may even be of secondary importance.

Reason why: the Army could not get anywhere without the Navy and the





CHOOSE BY THIS CHECK-LIST:

COMPARE the time to perform any calculation of your figure work... from start of figure-entry to clearance of dials ready for next problem. Do not be mislead by "comparisons" that relate only to part of a calculation.

COMPARE the number of hand-tokey movements and amount of

COMPARE extent of carry-over in answer dials, and accuracy of decimal point-off of entered amounts and answer.

COMPARE provisions for re-check of entries after answer is complete ... a safety factor assuring correct calculations, always.

COMPARE means for detection and correction of improperly set figures, during or after their entry.

COMPARE simplicity and all-round case of operation.

COMPARE cost of upkeep, promptness and quality of repair service.

And make these comparisons on latest models ..., it is never to your best interest to compare an all model of one make with a new model of some other.

WPB Order1-34-c dues not permit trials of new calinlates; entitle of manufacturers, agency offices. Get in teach with nearest Agency to be brought up to date on "what's new in Marchant calculators."



Marchant Calculating Machine Company Home Office: Oakland R. California, U.S. A. SALER ASSENCIES AND MANDEACTURER'S SERVICE STATIONS GIVE SERVICE EVERYWHERE

Navy's air. The Army's gossips say that, in one of the Big Three conferences, Churchill said to Stalin:

"You are land animals. We—Britain and America—are sea animals. We live on a big island and a little island and must defend them on the water. You land animals did a magnificent piece of business in smashing the Germans, but in the East the sea animals must take over."

He's a non-conformist

THE Army, which is the War Department, which is the officers who have that nice groove along the rail, which in



sum is the gossip one hears, says that Mac-Arthur is a nonconformist. If a general officer, humpbacked with medals and all brass from the eyebrows up, forgets something or does

something featherheaded to the injury of MacArthur or his men, there is smoke in the air pronto.

"In the first months of the First War orders came that MacArthur should take the division of which he was chief of staff on a 'practice march' of 140 miles in the dead of the French winter, and a French winter is meaner than any winter south of the Aleutians. The men were green, they lacked enough overcoats and blankets, and some were wearing city shoes. MacArthur obeyed, but he almost blew the Ordnance Department down."

To that tale add 25 years

"NOTHING was ever heard of that march," said the interlocutor. "Nothing in the papers of MacArthur's protest about those paper shoes and the lacy underwear his men wore on that tramp over steel-ice."

The other man said that was true. Censorship suppressed publication. G.H.Q. stood by its own:

"The old general who was responsible was a nice old man. If a story of that kind had been printed it would have broken his heart."

Queer about that oil—

ANOTHER thing Capitol Hill is worrying about is the report that:

A, we are shipping our oil to the Near East in bottoms we cannot spare, while,

B, British oil production in the fabulously rich Near East fields is held down to ten per cent of capacity.

Congressmen report off the record that when they ask questions they find themselves on pretty snooty territory.

More questions coming up

EVERY one admits now that the Alcan Highway was a preposterous mistake. But some congressmen have heard that another and better route had been located Admitting that there might have been military reasons originally for buildozing the road through swamps and forests they will ask why the better route was not chosen.

A colonel came home from Guatemala to be operated on. When he was fit to go on his convalescence furlough he asked:

"Can you get me some Nescafé? I won't be strong enough to go to the dining car during the run to the West Coast, but if I have Nescafé the porter can make me coffee."

There is no Nescafé.

"Plenty of it in Guatemala," he said.
"Stacks of cans gathering dust in every
store. The Guatemalans raise coffee and
prefer their own. They have nylon stockings, too. A-plenty."

All bounty from Everybody's Uncle. Presumably, Congressmen will ask why.

Leap at a conclusion

IT IS to be doubted that many congressmen agree that the legislative branch has been irreparably ruined by the inroads of the executive.

The position of most appears to be that:

There have been inroads. Congress has been playing the second violin for some years. If this condition were to persist,



then the American scheme of government would be completely changed. The executive would be in full power. But—

They believe Congress can regain its old position as a full partner. Before this can be done a long period of reformation must be labored through. The individual congressman must be given time in which to study the measures which are laid on his desk, and for the committee hearings which are often the most important part of his work. Above all he must be enabled to get back home and find out what his constituents are thinking and saying. In many districts the man and the voters are almost in noise-proofed, insulated compartments.

They think—at least many of them think—that this process of reform is on its way. It will take time. If it succeeds, people will again be saying "we did" instead of "the Government did it."

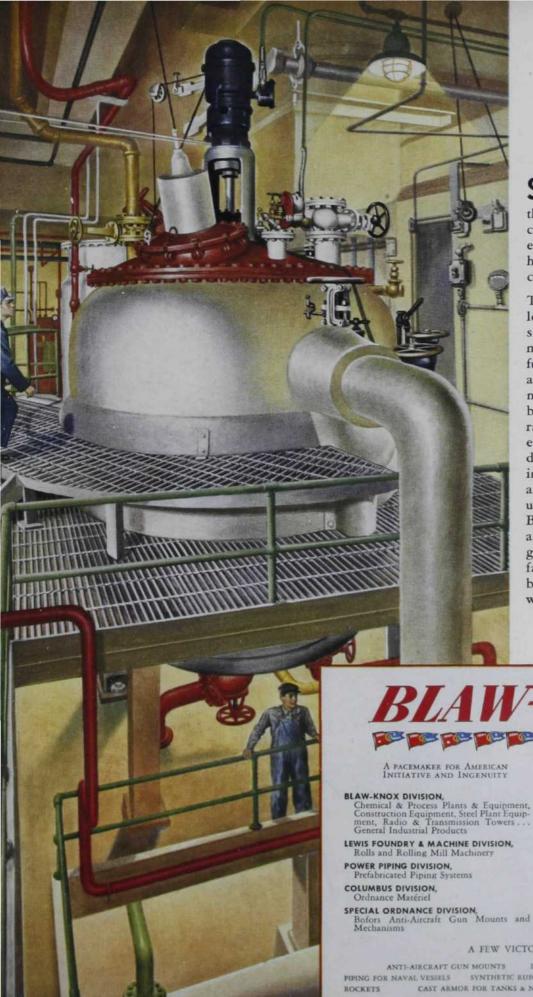
Cong. Record: 5 star final

SENATOR George, Democrat from Georgia: "Our per capita debt will amount to \$2,200."

Senator O'Mahoney, D. from Wyoming: "We are in the grip of forces which are beyond our comprehension. Transcendentally tragic things seem to be pushing this country toward I do not know what climax."

Mr. Taft, R., of Ohio: "The deficit will amount to more than \$50,000,000,000 a year."

Daniel W. Bell, Under-Secretary of the Treasury, replying to Senator Bushfield's question about the saturation point: "I don't believe there is a saturation point. It is about the same as making money."



FIRST

of its kind

SHOWN HERE is the first Dow-therm heated and cooled synthetic resin production kettle in this country. It exemplifies the chemical, engineering and fabricating "knowhow" which Blaw-Knox offers to the chemical and process industries.

The leadership of Blaw-Knox has long been acknowledged in the design and production of rolls, rolling mill machinery and high temperature furnace equipment for the ferrous and non-ferrous industries. Also in numerous products emphasizing stability, efficiency and economy for railroads, electronics, public utilities, equipment for the construction industry and for industry in general, including prefabricated power piping and a host of other important products. A brief glance at the list of Blaw-Knox divisions will give you an idea of the engineering background, as well as the skills and facilities which Blaw-Knox can bring to an industrial problem within its scope.

BLAW-KNOX COMPANY

A PACEMAKER FOR AMERICAN INITIATIVE AND INGENUITY

LEWIS FOUNDRY & MACHINE DIVISION,

2053 FARMERS BANK BLDG. PITTSBURGH, PA.

PITTSBURGH ROLLS DIVISION.

Rolls for Steel and Non-Ferrous Rolling

UNION STEEL CASTINGS DIVISION, Steel and Alloy Castings

NATIONAL ALLOY STEEL DIVISION, Heat and Corrosion-Resistant Alloy Castings

MARTINS FERRY DIVISION, Bofors Anti-Aircraft Gun Mounts

BLAW-KNOX SPRINKLER DIVISION. Automatic Sprinklers and Deluge Systems

A FEW VICTORY PRODUCTS

ANTI-AIRCRAFT GUN MOUNTS LANDING BARGES

POWDER PLANTS PIPING FOR NAVAL VESSELS SYNTHETIC RUBBER PLANTS GUN SLIDES 16" PROJECTILES CAST ARMOR FOR TANKS & NAVAL CONSTRUCTION CHEMICAL PLANTS







Barely five years have elapsed since the first trans-Atlantic airline schedule was announced. It offered three trips a week to Europe by air! Today, the big pond is a short haul, and countries have become whistle stops. There's a trans-Atlantic take-off every 13 minutes of the day and night . . . a trans-Pacific flight every 90 minutes daily . . . a Curtiss Commando over "the Hump" on China's aerial Burma Road every 15 minutes, around the clock. Yet this is only part of the amazing job being done by U. S. airlines and the transport wings of our

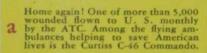
armed services. In the time it takes you to read this article, some 3,000 miles will be flown by American transport planes. They will evacuate wounded . . . more than 500,000 sick and wounded have been moved by U. S. planes since 1942.

They will transport cargo . . . one major U.S. air terminal reports an average of 1,800 cargo shipments daily.

They'll carry passengers, over a billion passenger miles annually, on 160,000 miles of global air routes.

Few Americans are yet aware of the full meaning of all this to our way of life, to our outlook and to our incomes, but these facts are significant: The best estimates indicate that there will be 20 million airline passengers within three years after the war, at rates you are used to paying for first-class travel by rail . . . The chances are you will travel by air!

Such equipment as the new Curtiss Commando can profitably transport air cargo at a small fraction of pre-war rates . . . The chances are you will ship by air! With millions of jobs resulting either directly or indirectly from American aviation, and with business already basing its plans upon planes . . . the chances are you will profit from the air!



The U. S. Navy's Martin Mars, world's largest flying boat, is powered with Wright Cyclone engines harnessed to Curtiss electric propellers.

Three-fourths of all the supplies flown over "the Hump" into China have been carried by Curtiss Commandos.

d Four Wright Cyclone engines equip the giant Boeing B-29 Superfortress.



LOOK TO THE SKY, AMERICAL

CURTISS-WRIGHT

WRIGHT ENGINES PROPELLERS